

Austria	902000	Iran	1002000	Pakistan	1002000
Belgium	1002000	Ireland	1002000	Poland	1002000
Denmark	1002000	Italy	1002000	Portugal	1002000
Egypt	1002000	Korea	1002000	Spain	1002000
Finland	1002000	Liberia	1002000	Sweden	1002000
Germany	1002000	Malta	1002000	Switzerland	1002000
Greece	1002000	Monaco	1002000	Ukraine	1002000
Hungary	1002000	North	1002000	USSR	1002000
India	1002000	Norway	1002000	Yugoslavia	1002000
Indonesia	1002000	Oman	1002000	YUAN	1002000

FT No. 31,420
THE FINANCIAL TIMES LIMITED 1991

World News

Business Summary

East German privatisation agency needs DM400bn

Germany's Treuhand agency, which supervises state-owned enterprise in the east, will need about DM400bn (\$235bn) by the year 2000 if it is to give priority to restructuring rather than closing ailing companies, according to the Finance Ministry. Page 14

Mass Hindu rally
India's Hindu revivalist movement organised one of the largest rallies in New Delhi since independence, thereby boosting enormously the general election prospects of the Hindu Bharatiya Janata Party (BJP). Page 14

Turk urges review
Archbishop Desmond Tutu, South Africa's most vocal black rights campaigner, urged anti-apartheid leaders to review the need for sanctions. Page 14

Brussels climbdown
The European Commission, after facing strong opposition, has水ered down proposals for industrial sites to publish annual audits of environmental performance. Page 2

Hong Kong warning
A UN panel of judges is urging Britain to ensure that human rights in Hong Kong are fully safeguarded after the territory returns to Chinese sovereignty in 1997. Page 4

Army goes it alone

Yugoslav's federal army appears to be distancing itself from the country's politicians by intervening in the western republic of Croatia. Page 2

Guatemalans to talk
Guatemalan government officials and left-wing guerrillas will hold direct peace talks this month for the first time in the 30-year civil war. Page 15

New Zealand protest
About 100,000 New Zealanders took part in angry anti-government demonstrations in what police said was the nastiest protest since the 1981 Springbok tour. Page 4

Opposition merges
Kim Dae Jung, leader of South Korea's largest opposition party, said his party will merge with another dissident group. Page 4

Push for democracy
Leading members of Indonesia's religious and intellectual communities are launching a movement to push for greater democracy. Page 4

President sworn in
President Nicéphore Soglo was inaugurated as Benin's first democratically elected leader in more than two decades. Page 16

Nuclear shutdown
A faulty pump caused an automatic shut-down at a nuclear power plant near Tokyo. Page 17

Pressure for inquiry
Human rights group Amnesty International called on Mauritania to investigate reports into the death in custody of up to 200 political prisoners. Page 17

Safari park planned
China plans to build what it says will be east Asia's first safari park to house lions, tigers, bears, elephants and zebras. Page 18

Weekend FT

Tomorrow: Nicholas Woodsworth on the pretty faces and secret places of France

Collecting: a colour page of classic cars

CONTENTS

Electronics: France defies free marketeers to help strategic sector	2
China developments: Neighbours attracted by growth triangle	5
Wines: Imports take king coal's crown	6
Computer hardware: Manufacturers near agreement on standards initiative	10
Industrial Comments: Keeping to the basic ratios: Going abroad without tears	12
Markets: Latin American finance	25-28
Business: Pinning hopes on new Atlanta aluminium plant	30
Arts Guide + Reviews	11
Commodities	12
Crossword	13
Comments	14
Editorial Comment	15
Financial Futures	16

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Friday April 5 1991

D 8523A

EUROPE
Getting ready
for car wars

Page 12

Telecoms
groups plan
new service
for business
customers

By Charles Leadbeater
in London

THREE of the most powerful telecommunications companies in the world are considering plans for a jointly controlled company which would offer services to international business customers.

The three, Nippon Telegraph and Telephone of Japan, Deutsche Bundespost Telecom, the German telecommunications carrier and BT, the British telecommunications group, are discussing a joint-venture which would be the most ambitious international deal yet attempted in the telecommunications industry.

The consortium would act as a sub-contractor to large companies by taking over running their internal telecommunications networks. This would follow developments in other industries, such as computers, in which companies have increasingly outsourced management of their systems by specialist sub-contractors.

The jointly owned business – to be called Pathfinder – would be 48 per cent owned by BT, with the other two partners owning 26 per cent each.

The negotiations over Pathfinder came only four months after BT announced it was forming an informal partnership with IBM, the US computer group. It is understood that IBM would have an arms-length relationship with the Pathfinder consortium.

The negotiations over Pathfinder will put AT&T, the US telecommunications group, and other carriers under pressure to secure equivalent arrangements to offer similar services to international customers.

The three companies plan to carve up the world's market: BT would offer Pathfinder services in the US, through its Tymnet subsidiary; BT and DBP Telecom would take care of Europe; while NTT would take the lead in Asia. Between them the three would be able to offer a one-stop shop for international services.

This degree of co-operation is unprecedented in the industry. Through Pathfinder a company could deal with a single company across the world's main trading regions, rather than dealing with a string of different national utilities.

The consortium faces several obstacles. The plan may attract objections from regulators and competition authorities concerned that it may reduce competition.

UN plans appeal ● **UK gives £20m** ● **Turkish border 'sealed'**
Aid urged for Kurdish refugees

By John Murray Brown in Sembdinli, Eastern Turkey, and Alison Smith in London

INTERNATIONAL relief efforts for Iraq's Kurdish refugees fleeing Iraq gained momentum yesterday as United Nations agencies stressed that substantial funds were urgently needed to aid Kurds flocking to the borders of Turkey and Iran.

Mr John Major, the British prime minister, pledged a "substantial donation" from the UK of around £20m (\$35.6m), through the UN appeal to be launched on Monday.

Speaking in Downing Street, Mr Major said the help would be provided directly and through the European Community, in addition to the £1m of immediate aid the UK is already sending.

At the UN, ambassadors of the five permanent members of the Security Council were due last night to hold private consultations with Mr Javier Pérez de Cuellar, the Secretary General. They were expected to discuss the scale of the human problem as well as calls from some quarters for tougher UN-backed action against Iraqi President Saddam Hussein's repression of the Kurdish minority in his country.

Mr Major said Britain had asked for the Kurdish relief issue to come high on the agenda for Monday's meeting of the European Council. He also pointed to the UK's diplomatic activity directed towards helping the Kurds, including requests to President Turgut Ozal for Turkey to open its borders to the refugees.

In Ankara, Mr Ozal hinted that the border with Iraq could be opened if the international community had been able to take to secure

Continued on Page 14

tance to the refugees threatening to pour into the country.

Turkey is planning to establish new refugee camps to accommodate the influx. But aid agencies in Ankara are concerned that money pledged by donors has still not been received. At Sembdinli, close to Turkey's eastern border with Iraq and Iran, there are an estimated 1,000 Kurdish refugees in a small reception centre run by the Turkish military.

The military there appeared last night to have sealed the border in an attempt to stem the influx and no new arrivals were reported yesterday.

Refugees arriving in the area are being supplied with blankets and tents from the Turkish Red Crescent and are given food twice a day. But the situation remains very confused.

Iran is admitting refugees more freely than Turkey. The official Iranian news agency (IRNA) yesterday reported that 20,000 had entered through the Savoj border post and another 3,000 had crossed into Iran at Haji Omran.

IRNA said the biggest gathering of refugees, about 1m, was at the border post of Nowshad where some children had starved to death.

The Nowshad refugees were mostly from Sulaimanya, the last Kurdish stronghold to fall to Mr Saddam's army on Wednesday, and did not have food or shelter to survive for long, IRNA said.

In London, meanwhile, Mr Major emphasised the difference between the action the international community had been able to take to secure

Continued on Page 14



Rallying cry: Kurds in the northern Iraq town of Arbil shout: "Haji Bush, help us"

Blood stains shrine of a shattered people

By Lamia Andoni in Baghdad

This report was subject to Iraqi censorship.

PRESIDENT Saddam Hussein's regime has conceded that a major overhaul of government is necessary to head off fresh challenges to the system after five weeks of violent unrest which has left the country in a state of shock.

The Iraqi army's drive to extinguish the rebellion in the predominantly Shia south and the Kurdish north has allowed the Baathist regime to regain control of most of the country and given Mr Saddam some breathing space.

A front page editorial in Al Thawra newspaper this week contained an unusually criti-

cal reassessment of the party's performance. "The party has failed in filling the social vacuum... Consequently the Iraqi society has developed horizontally but not vertically." It said.

This comes close to admitting the party has failed to address Iraq's ethnic and sectarian problems and that the government cannot ignore the grievances which provoked the bloody revolt.

The difficulties ahead for the government were underlined when foreign journalists toured major northern and southern cities this week.

The uprising has aggravated the political, social and economic problems of a people

shattered by war and whose lives have been reduced to basics by a long-standing United Nations embargo.

In every town swept by the conflict, public facilities, shopping centres and government buildings have been badly damaged, burnt and looted.

Officially, the rebels of

seizing government buildings, destroying official records and ravaging the infrastructure already bombed by the allied forces.

The rebels appear to have attacked symbols of government and, according to the government, carried out mass executions of Baathist party officials.

Casualties in the north of

the country appeared lighter than those in the south, although scores of corpses, some floated or charred, were lying in the streets of Kirkuk and Arbil. There were no obvious signs of the army using napalm or phosphorus bombs: at least in the towns visited by foreign journalists who were escorted by government officials.

Foreign journalists were shown two rooms – one in the holy shrine of Imam Abbas and the other in an auxiliary building to the shrine of Imam Ali in Najaf – which were used for torture and execution by the rebels, according to officials.

In the town of Arbil the streets were deserted. Eye witnesses said the army had dropped leaflets from helicopters advising residents to leave Arbil and Kirkuk hours before Mr Saddam's troops attacked the rebels.

When journalists arrived in Arbil on Tuesday, residents

were beginning to return to their homes by car or on foot.

The Iraqi army and the pro-government Kurdish militias (Alfursan) were still on alert at the entrance to the city.

The government claims that retribution against officials was most violent and gruesome in the south where the fiercest fighting took place.

Foreign journalists were shown two rooms – one in the holy shrine of Imam Abbas and the other in an auxiliary building to the shrine of Imam Ali in Najaf – which were used for torture and execution by the rebels, according to officials.

Thick and dry stains of blood covered the walls and

Continued on Page 14

Yeltsin wins Russian backing for extra presidential powers

By John Lloyd in Moscow

MR BORIS YELTSIN, the Russian leader, yesterday won preliminary approval from the Federation's parliament for extraordinary presidential powers which could lead to a head-on confrontation with President Mikhail Gorbachev.

As Mr Yeltsin adopted Gorbachev-style tactics to enhance his position, the Soviet government faced further turmoil on the industrial front. Resistance continued among striking coal miners, especially in the militant Donbas region in the Ukraine, despite the government's offer on Wednesday night to double miners' salaries.

To compound the government's woes, thousands of demonstrators filled the central square in Minsk, capital of the Belarusian republic, which is usually one of the calmest in the union. The demonstrators demanded the resignation of Mr Gorbachev and Mr Valentin Pavlov, the Soviet prime minister, because of the sharp increase in prices at the beginning of this week.

Mr Lev Ryabev, a deputy

upon the Russian parliament yesterday morning, arguing that he needed extraordinary powers to force through measures agreed by the parliament, especially in the economic field, to secure social stability. Although fiercely opposed by his communist rivals, he received a 2-1 vote in his favour – though a drafting commission was working over the detailed resolution on Mr Yeltsin's demands.

If finally passed, the resolution will give Mr Yeltsin sweeping powers to legislate over the territory of the Russian federation. It could also spark a "war of decrees" with Mr Gorbachev who has already been told by his senior economic advisers to curb the ambitions and activities of the republican governments, especially Russia's.

Mr Yeltsin's move, which echoes action taken in the past by Mr Gorbachev in the USSR Supreme Soviet, comes as the government appears resigned to a spiralling increase in pay rises.

Mr Lev Ryabev, a deputy

prime minister, admitted yesterday that the miners' settlement cost \$10bn, reached on Wednesday night would "have a bearing on" much higher inflation. However, he said oil, gas and steelworkers could expect similarly generous treatment to the miners. The offer to the miners would double the average monthly salary.

There is no guarantee how-

ever that even such a wage rise

will succeed in ending the strike in the main coalfields.

● The rebel republics of Lithuania and Latvia have agreed to begin full-scale negotiations with the Kremlin within the next month.

Successful preparatory meetings in Moscow yesterday followed weeks of wrangling and the Soviet army's crackdown on the Baltic republics in January. No agenda has been set but the discussions are likely to focus heavily on economic ties,

EUROPEAN NEWS

Moscow ready to debate draft privatisation law

By Leyla Boutin in Moscow

THE Soviet parliament is today expected to debate the country's first privatisation law after 70 years of resistance to the very concept of private property.

The draft law, finalised by the government's economic reform commission after weeks of wrangling among ministers, sets the terms and procedures for both 'destatisation' and privatisation of state assets.

It has been welcomed by radical economists as a step towards creating a market economy, despite their misgivings about the Kremlin's overall approach to economic reform.

Mr Gennady Melikian, a senior official on the economic reform commission, said recently that all-union assets totalled around Rbs2,000bn. He predicted that up to 20 per cent could be sold off in three or four years, while 25 per cent would remain in government hands.

Under the draft, a central Fund for State Property (probably set up by presidential decree) will oversee the privatisation of all-union assets, while regional authorities will be free to dispose of enterprises under their control as they wish.

The Soviet government will establish a list of enterprises which will not be privatised for defence, ecological, or other unspecified reasons.

Hardline communist deputies are likely to offer stiff

resistance to the law's stipulation that shares be bought rather than distributed free of charge.

It gives workers first option on buying out their enterprise but says that no more than 30 per cent of the assets should be ceded to them on preferential terms.

The draft law says states that revenues from share sales will be used to pay off the debts of enterprises. Some proceeds may go to pay off state debts, stabilise the economy and fund key social expenditure, including compensation for workers who may be laid off as a result of privatisation.

Shares may be sold to Soviet and foreign legal entities and individuals (although rules for foreign investors have yet to be set out in a separate law).

The central government will establish a list of enterprises and sectors earmarked for early privatisation. Specific deadlines are absent from the legislation, but enterprises themselves can apply to begin privatisation and their requests must be ruled on within a month.

The evaluation and sell-off of enterprises will be handled by committees representing privatisation officials and experts.

Rules for privatisation have so far failed to attract foreign investors because of their demands for three sets of guarantees that the assets will not be confiscated from the central government, the government of

Programme for a crash transition to a market economy, said the law would put some method into chaotic privatisation attempts already under way in various parts of the country.

The Soviet law is partly based on a draft law prepared for the Russian parliament but which has yet to be adopted.

If passed, the Soviet legislation should make it easier for foreign investors to step in, once the companion law on foreign investment is adopted.

Ms Barbara Duvolos, a Moscow-based consultant with Price Waterhouse, said a key obstacle to privatisation up to now was the absence of procedures for carrying it out.

Individual Soviet enterprises, such as Kama, the giant truck plant, have already begun to sell off shares. But this has only been possible in specific cases pushed by the Soviet government.

Until there is an agreement between the centre and the republics, a row over who owns what will also continue to be a problem. Russia for instance is claiming a share of all-union enterprises, which account for most heavy industry.

Rules for privatisation have so far failed to attract foreign investors because of their demands for three sets of guarantees that the assets will not be confiscated from the central government, the government of



Muscovites struggle with militiamen outside one of the two banks where they are able to obtain foreign currencies

the Russian Federation, and authorities in the autonomous republic of Tatarstan.

Some authorities on the ground, such as Ms Elena Kotova, the head of Moscow city council's privatisation

committee, doubt whether the law will actually deliver results, unless those in charge of the privatisations have the power to override the resistance of vested interests.

Ms Kotova has been unable

to push through the outright sale of restaurants, shops and service industries in the capital because of the resistance of the state organisations which run them and which have opted instead for limited forms

of leasing.

The radical city council in Leningrad meanwhile has already encountered the refusal of workers to vacate premises after their sale to private owners.

Sudden switch to hard currency trade 'a mistake'

By Christopher Bobinski in Moscow

MR VALENTIN Pavlov, the Soviet premier, yesterday admitted that the abruptness of the switch to hard currency pricing in trade between Poland and the Soviet Union on January 1 was a mistake.

Speaking after meeting Mr Jan Krzysztof Bielecki, the Polish prime minister, he said steps would have to be taken to reverse a slump in mutual trade which is threatening tens of thousands of Polish jobs.

In the first two months of this year, Soviet sales to Poland amounted to \$240m while Polish exports to the Soviet Union earned a mere \$15m. "We are now putting right mistakes which have resulted in the fall in mutual turnover," said Mr Pavlov.

The Poles want trade run on a clearing system with quarterly reviews to ensure that imports and exports are evenly balanced.

Mr Bielecki assured the Soviet premier he wanted to maintain Poland's trade links with the Soviet Union and offered to supply 1m tonnes of grain and 100,000 tonnes of meat to the Soviets out of his country's farm surpluses.

Mutual debts are another vexed issue. Poland ran up a record trade surplus with the Soviet Union last year worth over Rbs7bn as a result of its export boom. At the same time it still owes Rbs4.2bn lent by the Soviets in the early 1980s.

The Poles are arguing, however, that they were underpaid to the time of R4bn for work done in the past on Soviet gas and oil pipelines.

Mr Bielecki's visit to Moscow was designed to prepare for a state visit by Mr Lech Wałęsa, the Polish president, later this month. President Mikhail Gorbachev, who also saw Mr Bielecki, said: "We are neighbours and Slavs, and whatever the political hue of the government in Poland we had no choice but to work together."

The Soviet leadership appears keen to have a visit by Mr Wałęsa in the near future to improve their human rights image after the shootings in Vilnius and Riga in January by Soviet troops.

Progress on fixing a date for the withdrawal of Soviet troops from Poland will have to be made before Mr Wałęsa's visit can go ahead.

Yesterday, the Soviet Union said it plans to withdraw the first of its army units from Poland next week but the two sides remain at loggerheads on the timetable and costs of the pullout, a Polish official said.

Mr Wałęsa had failed to present a detailed timetable which it plans to complete only in 1993, despite Warsaw's demand that the last Soviet soldier should leave this year. It was also refusing to discuss financial compensation demanded by Poland.

NEVER has the contrast between the French and British response to the ills of Europe's electronics industry been so marked.

Less than a year after the flagship of Britain's computer industry, ICL, slipped into the arms of Fujitsu, the Japanese electronics group, the French government has announced an enormous boost in backing for its loss-making state controlled electronics companies.

Paris' decision to pump FF40bn (\$400m) of fresh capital into Bull, the ailing computer maker which last week announced a record FF4.5bn (\$1.2bn) loss, and nearly FF2bn into Thomson, the struggling defence and consumer electronics group, is the clearest sign yet of just where the limits lie in the French government's recent withdrawal from industrial interventionism.

Not surprisingly, the move drew an immediate complaint from ICL to the UK government and the European Commission. ICL fears that the cash will allow Bull to price in the UK, where it has taken public sector orders in recent years from France.

ICL executives fear that other loss-making electronics groups like Olivetti of Italy, Philips of the Netherlands and Siemens-Nixdorf of Germany may now be encouraged to seek state aid to restructure their businesses.

The German electronics industry association has also

expressed its fears that competition might become distorted.

Presenting the plan, Mr Roger Fauroux, the French industry minister, spoke of the strategic need to keep the European electronics industry under European control and not to throw the European market "open to all winds."

French officials liked today's electronics industry crisis -

Yet privately, French officials are disappointed with the recently more moderate tone of the European Commission's policy for the electronics industry. Coupled with Brussels' increasingly tough stance against state aid, which will probably lead to an inquiry by the Commission, the impression in France is that the Com-

mission will accept an legitimate behaviour for government shareholders, highly

resistant to the Paris adminis-

tration as caretaker of possibly

Europe's most active and

entrepreneurial state sector.

So far, Brussels has simply

said that state shareholders

should behave like private

ones, though as Mr Fauroux

points out, private investors

have also been known to pump

money - for good as well as

bad reasons - into loss making

businesses.

Mr Fauroux, a former chair-

man of Saint-Gobain, the priva-

tised glass and pipes group

which temporarily took control

of Bull in the early 1980s, has

himself to the head of a

diversified industrial holding

group, participating in the stra-

tegic decisions of Bull, Thom-son

and other state held busi-

nesses.

Generally speaking, the gov-

ernment often behaves like a

private shareholder in that it

insists that investments should

make commercial sense, main-

tains Mr Fauroux, who has

always argued that Bull has a

future. But this does not stop

the state from pursuing a clear

industrial policy, especially to

defend a strategically vital sec-

tor in a crisis, he argues.

In making up their minds

whether to accept the argu-

ment, the Commission's com-

petition experts will examine

close just how the two com-

panies plan to spend their capi-

tal increases.

Bull's FF4.5bn comes in two

equal chunks this year and next. It will be partly provided by an unwilling France Telecom, owner of a 17 per cent stake in Bull, which is demand-

ing in return the right to operate the group's internal telecommunications networks as the basis for a service to out-

side companies.

The cash will partly cover Bull's losses, including the FF4.5bn costs of closing more than half its plants and reducing the workforce by 20 per cent. On top of this, Bull is getting a FF2.7bn research grant over the next four years. This covers 20 per cent of its research budget for the period, devoted to making it easier for Bull computers to communicate with other producers' machines.

Thomson's nearly FF2.2bn capital increase barely covers the FF2.7bn - after FF1.5bn restructuring charges - loss made by its consumer electronics arm last year, even though its other main business, defence electronics, is profitable. Like Bull, Thomson is also getting a research grant on top of the capital increase, FF430m this year out of a FF760m national research budget for high definition television.

Thomson Consumer Electronics has just launched an advanced TV set, designed to pave the way for full HDTV, and is gambling that this will be the first product in which it beats Japanese competition for a European market.

In making up their minds

whether to accept the argu-

ment, the Commission's com-

petition experts will examine

close just how the two com-

panies plan to spend their capi-

tal increases.

Bull's FF4.5bn comes in two

equal chunks this year and next. It will be partly provided by an unwilling France Telecom, owner of a 17 per cent stake in Bull, which is demand-

ing in return the right to operate the group's internal telecommunications networks as the basis for a service to out-

side companies.

The cash will partly cover Bull's losses, including the FF2.7bn - after FF1.5bn restructuring charges - loss made by its consumer electronics arm last year, even though its other main business, defence electronics, is profitable. Like Bull, Thomson is also getting a research grant on top of the capital increase, FF430m this year out of a FF760m national research budget for high definition television.

In making up their minds

whether to accept the argu-

ment, the Commission's com-

petition experts will examine

close just how the two com-

panies plan to spend their capi-

tal increases.

Bull's FF4.5bn comes in two

equal chunks this year and next. It will be partly provided by an unwilling France Telecom, owner of a 17 per cent stake in Bull, which is demand-

ing in return the right to operate the group's internal telecommunications networks as the basis for a service to out-

side companies.

The cash will partly cover Bull's losses, including the FF2.7bn - after FF1.5bn restructuring charges - loss made by its consumer electronics arm last year, even though its other main business, defence electronics, is profitable. Like Bull, Thomson is also getting a research grant on top of the capital increase, FF430m this year out of a FF760m national research budget for high definition television.

In making up their minds

whether to accept the argu-

ment, the Commission's com-

petition experts will examine

close just how the two com-

panies plan to spend their capi-

tal increases.

Bull's FF4.5bn comes in two

equal chunks this year and next. It will be partly provided by an unwilling France Telecom, owner of a 17 per cent stake in Bull, which is demand-

ing in return the right to operate the group's internal telecommunications networks as the basis for a service to out-

side companies.

INTERNATIONAL NEWS

Hurd faces tough Peking session on HK airport

By John Elliott in Peking

DETAILED talks are to take place in Peking today between British and Chinese officials on financing plans for Hong Kong's proposed HK\$100bn (\$7.5bn) international airport, in a last-ditch attempt to end a potentially damaging impasse on the issue, before Mr Douglas Hurd, British foreign secretary, leaves Peking tomorrow. This emerged yesterday during a tense two-hour session between Mr Hurd and Lu Ping, Peking's senior official responsible for Hong Kong, when it is believed that new financing ideas were discussed.

"It is all much clearer in their minds as well as ours as to what the real issues are, but it is still too soon to say whether there will be an agreement," said Mr Hurd, as he emerged looking tired from the day's talks.

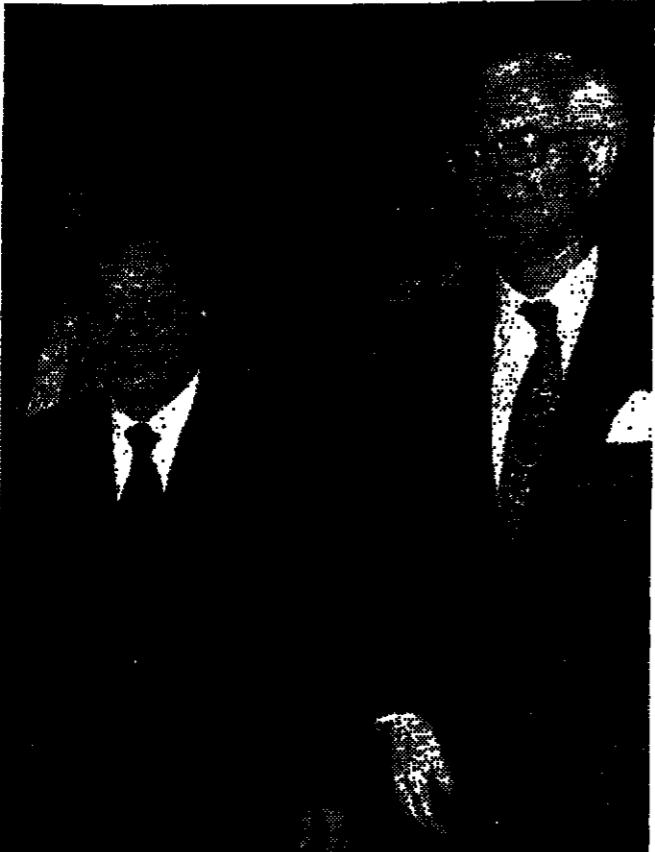
This followed a warning issued publicly by Mr Hurd for the first time as he arrived in Peking on Tuesday night that Hong Kong's plans to have to "shelve" the airport plan if China did not agree soon.

Mr Hurd is concerned about China's attempts to force Hong Kong to scale down its plans so that its financial reserves, which currently total about HK\$73bn, are not depleted below about HK\$50bn.

After talking to Hong Kong's executive council on Tuesday, Mr Hurd believes that this would establish a precedent for China to exercise too much political control over Hong Kong before it takes the colony back in 1997.

It appears that the aim of today's talks between officials is to try to find a formula on the financing that would be acceptable to China, without setting such a precedent.

China's insistence on having a greater say in Hong Kong's affairs in the run-up to 1997



Douglas Hurd with Qian Qichen, his Chinese counterpart

was spelt out in a public statement yesterday morning by Qian Qichen, China's foreign minister, just before he met Mr Hurd.

He said that there was a need for "full common understanding" on issues that affected the transfer of seven out of 18. China had no intention of "intervening in the daily

administration of Hong Kong" before 1997 and it planned "no such thing as condominium, control or veto".

However, this statement dodges the central issue demonstrated by the airport impasse, that China can exercise great influence, and a de facto veto, by merely questioning and criticising plans.

Mr Adrian Beaumont, the UK foreign office representative, said that the issue would be conveyed to both governments. But he emphasised that the Basic Law was created by China and it was not for British representatives to explain its position.

British and Hong Kong representatives faced sharp questioning about their government's right policies from delegates, many of whom had been briefed by lawyers and journalists from the territory who came to New York to observe the hearings.

Mr Douglas Hurd, the UK

UK pressed on HK human rights

By Michael Littlejohns, UN Correspondent

A UN panel of jurists is urging the British government to ensure that human rights in Hong Kong are fully safeguarded after the territory reverts to Chinese sovereignty in 1997, by putting in place irreversible protective laws and a requirement for regular reports to the world body.

The issue is delicate because China has not acceded to the International Covenant on Civil and Political Rights although it has agreed the instrument will continue to apply in Hong Kong after the transfer of sovereignty.

Mr Douglas Hurd, the UK

foreign secretary who is visiting China, said in Hong Kong yesterday that he would take up the human rights question.

The issue was discussed in the 18-member committee on human rights this week for the first time since 1988 in the context of Britain's report on the situation.

Mr Adrian Beaumont, the UK foreign office representative, said the issue would be conveyed to both governments. But he emphasised that the Basic Law was created by China and it was not for British representatives to explain its position.

Mr Hurd and his Chinese counterpart, Qian Qichen, met yesterday morning to discuss the airport plan.

Mr Hurd said that there was a need for "full common understanding" on issues that affected the transfer of seven out of 18. China had no intention of "intervening in the daily

administration of Hong Kong" before 1997 and it planned "no such thing as condominium, control or veto".

However, this statement dodges the central issue demonstrated by the airport impasse, that China can exercise great influence, and a de facto veto, by merely questioning and criticising plans.

Mr Adrian Beaumont, the UK foreign office representative, said that the issue would be conveyed to both governments. But he emphasised that the Basic Law was created by China and it was not for British representatives to explain its position.

Australia cuts interest rates by half a point

By Michael Littlejohns, UN Correspondent

AUSTRALIA'S Labor government eased monetary policy yesterday for the first time this year, cutting interest rates by half a percentage point to try to breathe life back into a weak economy, Reuter reports from Canberra.

The cut sent the Australian dollar surging 40 points to US\$0.7630 as dealers, who had taken lower positions in expectation of a cut of a full percentage point, bid up the currency.

Rates were cut by the Reserve Bank of Australia to about 11.5 per cent from about 12.0 per cent, making a total reduction of 6.5 percentage

points since January 1990. Australia's largest private bank, Westpac Banking Corp, lowered its prime rate soon after to 15 per cent from 15.5 per cent, effective on April 12.

Announcing the official cut, Mr Paul Keating, the Treasurer, said the easing was prompted by figures suggesting lower inflation. Future cuts would be made based on further improvements in the economy.

Until then, policy would remain tight because of the country's high current account deficit, running at around A\$1.5bn (\$1.17bn) a month, and the danger that inflation might

spiral again. "Further reductions in rates will depend on developments in the economy and on the course of inflation," Mr Keating said in a statement.

The easing "follows a review of developments in the economy, particularly in light of the progress that is being made in reducing inflation and inflationary expectations," he said.

Inflation for the quarter to December was 6.9 per cent but economists said the underlying rate, as measured in last month's gross domestic product data, was closer to 5 per cent.

The main target of yesterday's

points since January 1990.

Australia's largest private bank, Westpac Banking Corp, lowered its prime rate soon after to 15 per cent from 15.5 per cent, effective on April 12.

Announcing the official cut, Mr Paul Keating, the Treasurer, said the easing was prompted by figures suggesting lower inflation. Future cuts would be made based on further improvements in the economy.

Until then, policy would remain tight because of the country's high current account deficit, running at around A\$1.5bn (\$1.17bn) a month, and the danger that inflation might

spiral again.

"Further reductions in rates will depend on developments in the economy and on the course of inflation," Mr Keating said in a statement.

The easing "follows a review of developments in the economy, particularly in light of the progress that is being made in reducing inflation and inflationary expectations," he said.

Inflation for the quarter to December was 6.9 per cent but economists said the underlying rate, as measured in last month's gross domestic product data, was closer to 5 per cent.

The main target of yesterday's

Campaign goes astray in Tokyo

Ian Rodger reports on a sudden raising of the election stakes

THE campaign to elect a new governor of Tokyo got off to an amusing start a few weeks ago with a television personality and a former wrestler, among others, taking on the 80-year-old incumbent.

Since then, the campaign has become deadly serious, with national, not merely local, significance: the future of the cabinet of Mr Toshikazu Kaifu could now depend on the outcome of the April 7 vote, and the prospects for the prime minister look poor.

How this sudden raising of the stakes has come about takes some explaining. The Gulf war was one key factor and the Japanese insistence on respecting the elderly was another.

In the run-up to the campaign, it was generally expected that Mr Shunichi Suzuki, who has enjoyed support from all main parties during his 12 years in office, would again win an overwhelming victory.

In the event, one of the minor opposition parties, the Buddhist-based Komeito, decided that some of the metropolitan government's recent architectural extravagances, including a spectacular new Y145bn (\$1bn) city hall and a gaudy concert hall, were well beyond what its frugal members would appreciate.

In normal times, that would not have made any difference. Komeito (otherwise known,

eupeumically, as the clean government party) is not a major political force in Tokyo. However, these are not normal times.

The party's importance in national affairs rose suddenly this year when the ruling Liberal Democratic Party (LDP) decided to contribute \$9bn to the multibillion forces in the Gulf, an action requiring parliamentary legislation, itself tricky because the LDP lost its majority in the upper house in 1989.

The obvious, instant solution was to enlist the support of Komeito, which had enough seats in the upper house to enable the government to carry the day. And so it did.

LDP leaders say the prime minister would almost certainly ask Mr Ozawa to stay on, since Mr Kaifu's administration is heavily dependent on the secretary general.

If he let Mr Ozawa go, then he would soon face pressure to quit himself. Also, internationally-minded LDP MPs respect Mr Ozawa's efforts to rally party support for the Gulf financial package. They recognise that the secretary general acted in what he saw as Japan's best interests.

However, even if both Mr Ozawa and Mr Kaifu survive this rough handling of the government, not least because it insulted an older man, which is not in the Japanese confucian tradition. What had initially seemed a close run race between Mr Suzuki and Mr Iso-

murra was transformed by the sympathy bandwagon behind the incumbent to the point that he is now expected to win.

A defeat would be mildly embarrassing for Mr Isozura, although it is now widely believed that the LDP will reward him for his troubles by making him ambassador to Paris.

But it would be a setback for the ambitious Mr Ozawa, who orchestrated the whole scheme. As it would be his second upset in six months - he failed late last year to pass legislation enabling the government to send troops to the Gulf - it would have little choice but to offer his resignation.

LDP leaders say the prime minister would almost certainly ask Mr Ozawa to stay on, since Mr Kaifu's administration is heavily dependent on the secretary general.

If he let Mr Ozawa go, then he would soon face pressure to quit himself. Also, internationally-minded LDP MPs respect Mr Ozawa's efforts to rally party support for the Gulf financial package. They recognise that the secretary general acted in what he saw as Japan's best interests.

However, even if both Mr Ozawa and Mr Kaifu survive this rough handling of the government, not least because it insulted an older man, which is not in the Japanese confucian tradition. What had initially seemed a close run race between Mr Suzuki and Mr Iso-

Relief agencies assess scale of Iraq exodus

By William Dulforce in Geneva

KURDISH refugees are being allowed into Turkey at the rate of about 1,000 a day while between 30,000 and 40,000 are waiting at the border, the United Nations Disaster Relief Organisation (Undro) said yesterday. Some 10,000 are currently being looked after in camps inside Turkey.

Several thousand Iraqis, mostly Kurds, are crossing daily into Iran, where 70,000 are already living in camps, Mr Ferdinand Mayhofer, Undro director, said.

However, several non-governmental international relief agencies such as Oxfam and Save the Children Fund said they could only provide practical assistance if the Turkish and other neighbouring governments co-operated and fully opened their borders to let the refugees in or allowed relief workers to operate in their territory. UN agencies said they urgently needed international help to put into effect a contingency plan to aid 100,000 refugees in each country.

Undro, which has been co-ordinating the UN relief effort in the area since the start of the Gulf crisis, will today launch a new appeal for funds. A \$175m (\$95m) budget has been set for the UN contingent, of which \$30m has so far been received.

Mr Mayhofer said the figure of 30,000-40,000 Kurds waiting at the border came from Turkey

France intends to keep up its diplomatic pressure in support of Kurds in Iraq and may seek changes in international law to recognise a "duty of interference," Mr Roland Dumas, French Foreign Minister, said yesterday. Ian Davidson writes from Paris.

The French government this week called on the United Nations to condemn Iraq's repression of the Kurds, but its appeal was rejected by the other permanent members of the Security Council on the grounds that the UN charter rules out any outside interference in a state's internal affairs.

On Wednesday President Francois Mitterrand protested against this restriction, and promised that France would continue to act

in favour of the Kurds even if this meant breaking ranks with the international community. Mr Dumas said: "The law is one thing, but the safeguard of a population is another, quite as precious, to which humanity cannot be indifferent."

Yesterday he went one step further, and indicated that the French government would engage in a process of "reflection" on the possibility of incorporating the notion of a "duty of interference" in international law.

In testimony to the Senate foreign affairs committee, he said that the government might submit proposals to the international community. He did not disguise the judicial difficulties involved in such a change in international law.

in purification equipment and chemicals to hospitals and the most vulnerable areas. It has managed to get "a small part" of the Baghdad water system functioning.

At the beginning of the year ICRC appealed for \$70.41m (\$43.9m) from donor countries to meet its relief efforts in Iraq and neighbouring countries and the costs of looking after prisoners of war. About half had been covered.

Last week the League of Red Cross and Red Crescent societies launched an urgent appeal for \$45.7m to meet the relief and rehabilitation requirements of some 500,000 Iraqis lacking food and other necessities. The request for assistance had come from the Iraqi Red Crescent society.

Orman said yesterday that was willing to supply the contents of its emergency stores - shelter units, blankets and water equipment - to the agencies on the ground, providing relief in Turkey and Iran (UNHCR, Turkish Red Crescent, Iranian Red Crescent).

But the organisation stressed that access was extremely difficult because of the terrain, weather and military constraints.

It was up to the UN to assume responsibility for co-ordinating a relief operation through its specialised bodies in co-operation with governments and relief agencies.

Contractors see end to wrangle over stalled projects

By Andrew Sander

CONTRACTORS and banks involved in a multi-billion dollar wrangle over stalled projects in Iraq expressed cautious optimism yesterday that an end to the dispute may be in sight.

Tucked away in the 3,700-word Security Council resolution on conditions for a permanent ceasefire in the Gulf war is a short paragraph that holds the key to a solution for the complex issue of performance bonds on Iraqi contracts.

The bonds are common practice in the Middle East, and typically involve 10 to 10 per cent of the value of a contract.

They are lodged with banks in the customer's country, and in many cases can be called on demand by the customer without the need for proof that the contract has been broken.

The imposition of sanctions froze the process under which the Rafidain Bank in Iraq could make a counter-

claim against a western bank in the event that a bond was called, but contractors have been worried that their Iraqi clients would launch an avalanche of claims once sanctions were lifted.

The clause in the UN resolution says all states, including Iraq, shall "take the necessary measures" to ensure that no claims are made in connection with any contract or other transaction whose performance was affected by sanctions.

The bonds are common practice in the Middle East, and typically involve 10 to 10 per cent of the value of a contract.

They are lodged with banks in the customer's country, and in many cases can be called on demand by the customer without the need for proof that the contract has been broken.

The imposition of sanctions froze the process under which the Rafidain Bank in Iraq could make a counter-claim against a western bank in the event that a bond was called, but contractors have been worried that their Iraqi clients would launch an avalanche of claims once sanctions were lifted.

The clause in the UN resolution says all states, including Iraq, shall "take the necessary measures" to ensure that no claims are made in connection with any contract or other transaction whose performance was affected by sanctions.

The bonds are common practice in the Middle East, and typically involve 10 to 10 per cent of the value of a contract.

They are lodged with banks in the customer's country, and in many cases can be called on demand by the customer without the need for proof that the contract has been broken.

The imposition of sanctions froze the process under which the Rafidain Bank in Iraq could make a counter-claim against a western bank in the event that a bond was called, but contractors have been worried that their Iraqi clients would launch an avalanche of claims once sanctions were lifted.

The clause in the UN resolution says all states, including Iraq, shall "take the necessary measures" to ensure that no claims are made in connection with any contract or other transaction whose performance was affected by sanctions.

The bonds are common practice in the Middle East, and typically involve 10 to 10 per cent of the value of a contract.

They are lodged with banks in the customer's country, and in many cases can be called on demand by the customer without the need for proof that the contract has been broken.

The imposition of sanctions froze the process under which the Rafidain Bank in Iraq could make a counter-claim against a western bank in the event that a bond was called, but contractors have been worried that their Iraqi clients would launch an avalanche of claims once sanctions were lifted.

The clause in the UN resolution says all states, including Iraq, shall "take the necessary measures" to ensure that no claims are made in connection with any contract or other transaction whose performance was affected by sanctions.

The bonds are common practice in the

WORLD TRADE NEWS

Brazil to scrap import quotas for car industry

By Christina Lamb in Rio de Janeiro

BRAZIL has taken its most significant step yet towards freeing its highly protected motor industry by ending import quotas and for the first time allowing unhampered importation of foreign cars.

Such imports were allowed for the first time last July, but until yesterday only those makers based in Brazil or who had an agency there could import cars. The limit then fixed was 10 per cent of Brazil's total imports; a quota set at \$200 (£11.5m) by the Economy Ministry last year. Vehicles could be imported only from the home country of the manufacturer company.

All these limits have now been scrapped under Brazil's trade liberalisation process begun last July. "Now we can really say car imports have been liberalised," Mr Roberto Lima, president of the Brazilian Association of Vehicle Importers, said.

It is unlikely Brazil will now see an explosion of car imports. Duties remain high at 50 per cent and sales and state taxes are among the world's highest. Brazil's Association of Vehicle Producers estimates these costs add a 300-400 per cent premium to imported cars.

Under the liberalisation programme, duties are planned to fall to 50 per cent next year and 40 per cent in 1993.

Importers also need a licence from the Environmental Protection Agency to ensure

pollution control.

Since the liberalisation programme was launched, the only significant import has been that of Soviet-made Ladas, now the cheapest car available in Brazil. The government has ignored producers' claims that to achieve this price Ladas must be dumpling.

Volvo and Jaguar are expected to begin exporting luxury cars to Brazil for upper-income consumers, while Suzuki and Land Rover also have plans to move into the market.

Brazil's car producers view with distaste these developments, complaining that their ability to compete is being hindered by restrictions on the import of components.

But the Collor government locked into a battle to destroy Brazil's powerful cartels and cut inflation, has little sympathy for the car makers, whom it regards as a bastion of protectionism.

Since the 1980s, car makers have been protected by import bans and high tariffs. Three companies, Autolatina, the holding company for Ford and Volkswagen, General Motors and Fiat, account for 98 per cent of domestic sales.

The vehicle makers remain one of Brazil's biggest employers, but how far their lobbying strength has slipped was shown recently by the government's refusal to slow the tariff reduction timetable in response to threats of huge layoffs by Autolatina.

Under the liberalisation programme, duties are planned to fall to 50 per cent next year and 40 per cent in 1993.

Importers also need a licence from the Environmental Protection Agency to ensure

they will be widely accepted.

Mr Bob Mosbacher, president of the US Bankers Association, said: "The UN has been upset by the UK's failure to produce a memorandum of understanding that put it in a multilateral forum, and it would be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

It was widely accepted that it was a good idea, and it will be widely accepted.

<p

UK NEWS

Bow Group Seeks veto on European federalism

TWO senior members of Britain's Bow Group, which is fighting to preserve national sovereignty in the European Community, have launched a proposal aimed at preventing "creeping federalism" in the continent, writes Iain Owen.

A paper published today by the group, which has been linked in the past to policy-making in the Conservative party, calls for national parliaments of the 12 member states to have the power to veto any attempt to invoke the provision in the Treaty of Rome designed to extend the competence of the EC into new areas.

The authors - Mr Anthony Teasdale, a former adviser to Sir Geoffrey Howe when he was foreign secretary, and Mr Quentin Huxham, a political assistant at the European Parliament - argue that the introduction of the veto would allow the annexes over the federalist tendencies of the EC.

In the paper, entitled National Parliaments and the European Parliament, they claim that conferring power of veto on national parliaments would provide an important "long-stop" for those who believe that the jurisdiction of the EC should be more clearly defined.

In addition it would bolster the operation of the "subsidiary" principle intended to ensure that policy areas best handled by national governments are not brought under the EC umbrellas.

The authors also back the British government's objectives in seeking to strengthen existing budgetary control in the community to counter complaints that the Court of Auditors, which scrutinises how the EC spends taxpayers' money, is not strong enough.

Their paper advocates new procedures to involve national parliaments more closely in scrutinising the raising and spending of EC revenue.

Institutional reform is, meanwhile, on the agenda for next Monday's meeting in Luxembourg of the EC heads of government.

• National Parliaments and the European Parliament: to improve democratic accountability in the EC. A Bow Group memorandum.

TRAVEL INDUSTRY

Tour operator collapses as recession hits bookings

By David Churchill, Leisure Industries Correspondent

THE crisis in the British travel industry took a new twist yesterday when one of the country's longest-established tour operators, Hicke Borman Grant, went into administrative receivership.

The company, founded 152 years ago, provided specialist holidays in the US and Canada. Only 120 holidaymakers were abroad yesterday when the company folded and all will be able to complete their holiday as planned.

Further 240 customers who had booked with the company will get their money back from the bond lodged with the Association of British Travel Agents (Abta).

Hicke Borman was chaired by Mr Vladimir Raits, generally credited with creating the modern concept of a package holiday.

In 1949 he hired an ageing Dakota aircraft to take a group of Britons on an all-inclusive holiday to Corsica for £25.50 a head.

The company blamed a lack of cash flow as a result of the Gulf war affecting bookings.

Pergamon AGB, part of Maxell Communication Corporation, has a \$40,000 minority investment in the company but said yesterday it had no active involvement with Hicke Borman and was not involved in its collapse.

Midland Bank, Hicke Borman's bankers, said last night that it had been asked by the company to appoint an administrative receiver as soon as possible.

Hicke Borman's collapse is the first of many small specialist tour companies and travel agents forced out of business in the coming months as a consequence of the recession and slump in bookings caused by the Gulf war.

Although sales have recovered since the war ended, they are still expected to be some 20 per cent down in volume this year in comparison with 1990.

Most of the companies going out of business will be covered by an Abta bonding arrangement since they involve charter air travel. However, the cost of any holidays involving rail, coach and ferry travel

which are not bonded will have to be met from Abta's own resources.

Abta has asked the government to impose a consumer levy on all package holidays this year to cover the liability for these holidays. The Department of Trade and Industry said last night that it was considering Abta's request for a levy.

Hicke Borman, founded in 1839, is not Britain's oldest travel company. Cox & Kings, which specialises in long-haul holidays to India, was founded in 1758. Thomas Cook, one of the UK's largest travel agencies, was founded in 1841.

• Partners in the Leeds office of Ernst & Young are expected to be appointed today as receivers of Adventure Travel International, the school tour operator which ceased trading last week.

Mr Alan Bowen, Abta's head of legal services, yesterday inspected Abta's records in Smethwick, West Yorkshire, to discover what refunds will be due to its customers.

Disharmony breaks into bland world of canned music industry

By Raymond Snoddy

A DISCORDANT note has been struck in the harmonious world of background music.

A new British company, International Music Services, has been set up to challenge the existing players in the \$200m a year business of relay-ing non-vocal versions of such classics as Tie A Yellow Ribbon on the Old Oak Tree and Raindrops Keep Falling On My Head to restaurants, hotels and shops worldwide.

"It's not great art but it's a very good business," says Mr Julian Huckin, chief executive of Ims which will be competing against the giants of the background music business such as Musak of the US and Rediffusion Music of the UK, the BET subsidiary. Other players include Audio Environment

Inc, 3M the tape company and Phillips the Dutch consumer electronics company.

In the UK alone, Mr Huckin believes, as many as 50 companies provide sweet sounding, unobtrusive music of the road on never ending tapes.

The music offered by different companies isn't all that different. Competition rests in the cost of securing music rights and supplying equipment.

"Like much of the rental business the margins are good," said Mr Huckin, a former export manager of Rediffusion Music.

Ims says it already represents 43,000 music clients around the world.

Mr Huckin said shareholders included former overseas agents of Rediffusion. "The pri-

cating policies of other international major corporations such as Musak and Rediffusion have reduced the ability of overseas agents to compete effectively in their national markets," he added.

Rediffusion Music, however,

insisted that it had continuing contracts and good relations with clients in all the major European countries.

Mr Chris Ring, managing director of Rediffusion Music also expressed scepticism about Ims claim that it already had 43,000 clients.

"It's taken Rediffusion since 1987 to reach 45,000 clients worldwide," he said.

Whoever provides it the cost of canned music doesn't seem very high - at least in financial terms.

EUROPEAN PERSPECTIVE

A major study of the attitudes and investment practices of continental European investors

European Perspective examines the ownership patterns, portfolio allocation and communication preferences of over 100 professional investors in Switzerland, France, Germany, Belgium, the Netherlands and Italy.

The findings will be of particular relevance to anyone involved in communication with institutional investors in the financial centres surveyed or in assessing trends in the European fund management industry.

With a particular emphasis on attitudes toward the UK, the study details the different attitudes and procedures for each of the countries surveyed and will help companies to answer the following questions:

- Where are the best opportunities for expanding a shareholder base in continental Europe?
- Which themes and messages are appropriate for reaching institutional investors in different financial centres?
- How valuable are third-parties and different media publications in communicating with potential investors?
- How much do overseas listings encourage holdings by European investors?
- How do investment attitudes and approaches vary within continental Europe?
- What percentages of portfolios of institutions in each of these financial centres is allocated to each of the world's financial centres?

European Perspective was commissioned by Makinson Cowell, the London-based investor relations consultancy, and the Financial Times.

For a brochure on European Perspective outlining the contents of the study in more detail please call the Financial Times Market Research in London on (071) 873 3581, or fax your request on (071) 873 3065.

BRITAIN IN BRIEF



Economists pessimistic on economy

Pessimism among private-sector economists about the outlook for the UK economy this year has increased in the past month, according to a poll of independent forecasts compiled by the Treasury.

The average forecast in March among 26 City institutions and commercial groups was for UK output to drop by 1.1 per cent in 1991.

In February, the same forecasters had said output would fall by 0.6 per cent.

Unemployment is expected to reach 2.44m, a rise of nearly 500,000, by the end of the year, according to latest poll. In February, the economists were predicting unemployment would reach 2.37m.

• Partners in the Leeds office

of Ernst & Young are expected

to be appointed today as

receivers of Adventure Travel International, the school tour

operator which ceased trading last week.

Mr Alan Bowen, Abta's head

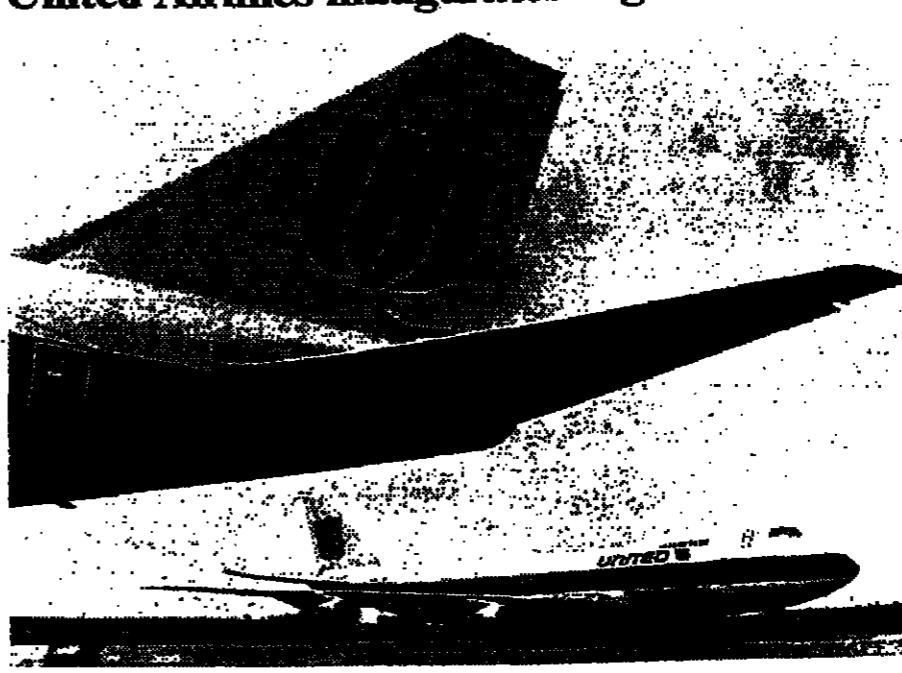
of legal services, yesterday

inspected Abta's records in

Smethwick, West Yorkshire,

to discover what refunds will be due to its customers.

United Airlines inaugurates flights to Heathrow



• United Airlines Boeing 747 from Washington DC touches down (above) at Heathrow early yesterday morning, the first UAL flight into the airport since it took over routes from ailing Pan Am as part of a route-swapping accord. The flight carried company chairman Stephen Wolf, who said he is renegotiating United's marketing agreement with British Airways on the routes where the two airlines are now competing.

Barbican arts funding rises

The future of the Barbican arts centre in the City of London has been assured as the Corporation of London has agreed to increase its funding for the two resident companies, the Royal Shakespeare Company and the London Symphony Orchestra.

For each of the next three years the RSC will receive £1.35m, and a further £363,340 has been added to the grant for the LSO, bringing the City's support for its resident orchestra to £21,048,000, which matches Arts Council support.

The systematic robbery, usually from small businesses, has been identified by the West Yorkshire force, which has made a computer analysis of patterns of crime in Bradford, northern England.

They found that £1.57m of expensive electronic capital items were stolen from offices in the city last year.

Burglaries took place overnight or at weekends by gang posing as removers or service company personnel.

The "market" was relatively new, following the office technology revolution and the spread of personal computing. Previously, many small businesses with low-value equipment were not worth stealing from on an organised scale.

Police are now studying classified advertisements in local newspapers nationwide for offers of cheap office equipment in general and computers, photocopiers and printers in particular.

Thailand boycott urged

Holidaymakers have been urged to boycott Thailand until it ends an illegal trade in wildlife which threatens some of the world's rarest species.

The World Wide Fund for Nature is also writing to UK Environment Secretary Michael Heseltine asking him

to ban Thailand's

lizard-skin handbags.

Rhinos, Asian elephants,

tigers and hyacinth macaws

are among species threatened because Thailand flouts the Convention on International Trade in Endangered Species, it claims.

Thailand is probably the worst country in the world for the illegal trade in endangered wildlife," said Simon Lyster, the Fund's senior conservation officer.

£7m drug haul found on ship

A number of men have been arrested after Customs officers seized cocaine with a street value of £7m from a Philippine ship at a Humber port.

Seventy kilos of the drug, a record haul in the north-east, were found during a routine search after the carrier Clipper

Alliance arrived at Immingham docks on Tuesday from Colombia via Texas.

Customs officers are

continuing to search the ship.

Fifth of shops record losses

Almost one in five of the UK's top 600 retailers recorded losses last year, confirming just how tough trading conditions have become.

According to the Corporate Intelligence Group's latest Retailers' Rankings report, 106 retailers traded at a loss last year compared with 68 the year before.

Clothing stores have been particularly badly hit and account for almost a quarter of last year's loss-making companies.

'Oak' title flops

The title for the lordship of the manor of Boscombe in Wiltshire covering the historic oak tree where Charles II hid during the Civil War has remained unsold at an auction, despite a bid of £40,000.

Imports take king coal's crown

The gritty pithead culture that embraced the Welsh valleys is being replaced by new service industries, writes Anthony Moreton

EN years ago it was an accepted cliché that Wales was a land of song, rugby and coal. Today, while the nation's singing may remain unchallenged, the rugby has gone off and large-scale coal mining has all but disappeared.

Cheap imports from South Africa, Vietnam, Colombia, the US and China have been its undoing. The 2.5m tonnes produced by Penallta, Taff Merthyr and Tower, all in the industrial valleys north of Cardiff, have almost entirely to a single power station - Abertaff, on the coast west of Cardiff. Their future hangs on buying decisions taken by the recently privatised power generation industry.

With the closure of the Deep Navigation pit in Merthyr Tydfil at the end of March and the announcement that Penallta in nearby Ystrad Mynach is to shut this summer, another 500 men will lose their jobs in a part of South Wales where unemployment among men is running at around 16 per cent.

When Penallta closes, the three remaining pits will remain in South Wales along with one more survivor, outside Wrexham, north Wales.

That leaves only 1,000 men in an industry that employed over a quarter of a million at the turn of the century. The inconceivable is now conceivable: it is possible to envisage South Wales without coal.

Betws, above Swansea, one of the remaining three deep-mine pits, which produces anthracite, is being reduced to the status of a small mine later this year and its workforce cut to a mere 55.

If National Power decides to buy abroad then Taff Merthyr, in Merthyr Tydfil itself, and Tower, between Abertaff and the Rhondda, will be in serious trouble.

Today's output of under 5m tonnes from the south Wales coalfield is puny compared with its 1913 production of 56.83m tonnes. Then, Cardiff alone exported 13m tonnes and the other ports along the coast also handled enormous

amounts for the boilier of the world.

There were 66 pits in the Rhondda, one of more than a dozen valleys that breed the region. Merthyr, once ringed with pits supplying its iron works, is now surrounded by small advance factories put up by the Welsh Development Agency to attract new industry.

Cheap imports may have been the final agent of destruction for the coalfields, but the fundamental cause is the difficult geological structure in the steep-sided Welsh valleys.

As the pits have aged - Deep Navigation was sunk in 1873 and the seams have become increasingly located further from the pit head, they have become more and more difficult to work. Seams wander up and down following the contours of the land, whereas in the east Midlands and Yorkshire they lie flat.

In the days of pick and shovel this may not have mattered, but to a mechanised industry it is crucial to have an even coalface for the machinery to work efficiently.

To counter the geological problems, British Coal, the state-owned monopoly, resorted to long-wall retreat mining - a system by which the seams are cut either side of the seam to the point where the coal ends and the cutting is done from the back to the front. Even this eventually defeated British Coal's engineers.

Disputes have not helped,

though the coalfield has been relatively peaceful since the end, in 1985, of a year-long strike. Union opposition has, however, had one serious consequence in that it prevented an investment of 900m in one new pit that would have created 880 jobs. Opposition from Mr Arthur Scargill, general secretary of the National Union of Mineworkers, to flexible six-day working in the proposed pit led British Coal to shelving the project.

An agreement with the breakaway Union of Democratic Mineworkers came too late and, with the market for home-produced coking coal falling, it is

Northern Lights

Northern Flights.

You probably regard business travel as a necessity rather than a welcome break from your daily routine. Travel SAS to Scandinavia, the home of the Northern Lights, and you'll find it a welcome break from the moment you get to the airport.

You won't be surprised to see that we offer no less than 18 flights a day from London to eight cities in Scandinavia. What you might not know is that for the past 10 years we've consistently been one of Europe's most punctual airlines.

Clearly you don't want to hang around. So let's go through the SAS experience from start to finish.

Check out our check-in.

We fly from Heathrow's spacious Terminal 3, where we have no fewer than 11 check-in counters—four of them EuroClass Express for passengers with hand luggage only. So you won't have to wait long to check in.

If you drive to Heathrow, simply parking your car can be time-consuming. Arrangements can be made for a representative of an SAS-appointed company to meet you and park your car for you.

Relax in our lounge.

Close to the duty-free area in Terminal 3 you'll find the exclusive SAS EuroClass Lounge. Enjoy some light refreshments, catch up on your reading or make some last-minute telephone calls before boarding. (That goes for your homeward flight too—there's an SAS EuroClass Lounge at all major Scandinavian airports).

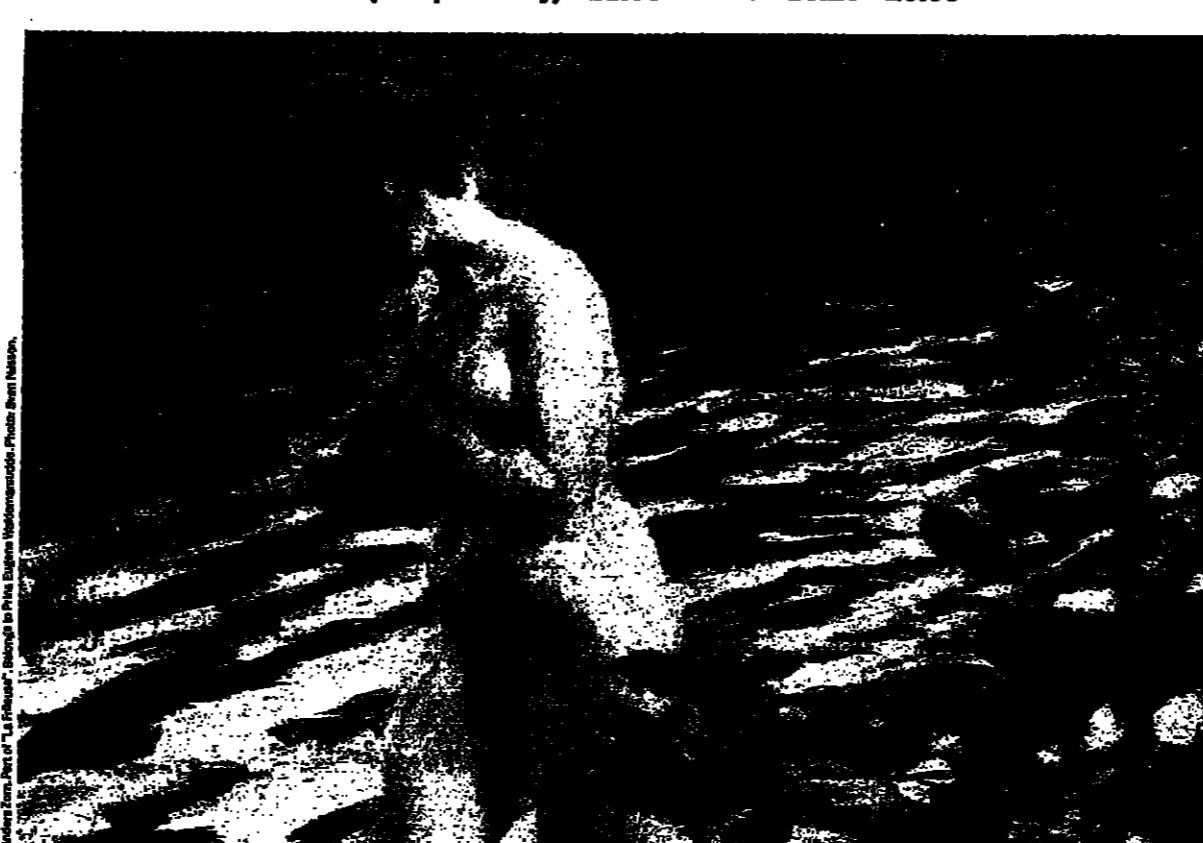
Don't just fly with us—stay with us too.
Wherever we fly you in Scandinavia, you'll find an SAS Business Hotel. In Copenhagen, Oslo and Stockholm, you can choose between a hotel close to the airport and one in the centre of town.

We'll take care of your luggage.

Our service starts before you even reach the hotel. When you land, you can check in your luggage at the airport. We'll take it to your hotel room and you can go straight to your first business appointment in town.

And when you check out of the hotel, you can check in your luggage for your SAS EuroClass flight home—right there in the hotel lobby. Once again, you're free to go about your business unburdened by your bags. And you can bypass the check-in desks and head straight for the departure gate when you get to the airport.

© 1989 SAS Scandinavian Airlines System. All rights reserved. SAS and the SAS logo are registered trademarks of SAS Scandinavian Airlines System. All rights reserved.



Stockholm daily

11.00 13.30 (Friday 14.30) 17.35 19.35 (except Saturday)



Oslo daily

10.30 17.10 19.15 (except Saturday)

An office away from home.

You'll find the hotel as well equipped for work as for relaxation. At the Business Service Center you'll find office facilities like fax and telex machines. There's secretarial assistance if you need it. And you can even rent a portable telephone.



If you need to change your travel plans you won't have to reach for the phone. There's an SAS office at the hotel.

And, as the icing on the cake, you're entitled to a 10 per cent discount on the normal room rate when you fly SAS EuroClass.



Business in Denmark, Norway or Sweden?

Departure times for your daily flights from Heathrow to Copenhagen, Oslo and Stockholm are listed alongside. You can also fly to Copenhagen from Manchester, Birmingham, Glasgow, Aberdeen and Dublin.

If your business takes you beyond the capitals, consider our other flights from London. To Denmark, twice daily to Aarhus. To Norway, twice daily to both Bergen and Stavanger. To Sweden, at least twice daily to Gothenburg and daily to Malmö.

You can also fly daily from Aberdeen to Stavanger.



24-hour hot line.

If you need to make any changes to your SAS EuroClass itinerary, simply call Copenhagen (+45) 33 14 75 55 at any time of the day or night from anywhere in the world.

Time you gave us a call.

Next time you fly to Scandinavia, settle for nothing less than the SAS experience.

Call your travel agent or local SAS office for a copy of the SAS Travel Book which gives full details of flight timings, local SAS Business Hotels and travel services available.

Phone:

Aberdeen (0224) 770 220
Birmingham (021) 782 704 0
Dublin (01) 421 922
Glasgow (0345) 090 900
London (071) 734 402 0
Manchester (061) 499 144 1



THE PROPERTY MARKET

US real estate faces a long and tortuous road to recovery

By Vanessa Houlder

OVERBUILT and overborrowed, the property industry is likely to miss out on the promised US economic revival. Empty office blocks, falling prices and weakened banks threaten to be a continuing legacy of the downturn which started in New York and New England two years ago and rumbled through Atlanta, Washington and South California.

Even though the end of the Gulf war and falling interest rates have raised the first hopes of recovery, the industry is still preoccupied with fundamental problems. "We are probably in the worst real estate environment since the 1930s," says Mr David Shulman, research director of Salomon Brothers, the US investment house.

The 1980s building bonanza has given way to deserted shopping malls, sparsely occupied hotels and a vast oversupply of offices which could accommodate all the office workers of New York, Chicago, Los Angeles and San Francisco put together.

"This imbalance between demand and supply has afflicted most cities. It is a national problem. It will

affect all banks and all borrowers," says Mr Guilliam Aerden, of the real estate group at the Bank of Boston. The national office vacancy rate stands at 18.7 per cent, compared with 4 per cent in 1980 and a peak of 15 per cent in the last downturn of 1975, according to Coldwell Banker, a real estate adviser.

The rapid expansion in credit bears much of the responsibility for the building spree. Banks, deprived of corporate business siphoned off by the capital markets, channelled 60 per cent of their loan growth into property between 1984 and 1989, according to Salomon Brothers. The Residential and commercial property now accounts for 37 per cent of bank lending.

Money was also pumped into real estate by savings and loans groups, which had shed almost all the constraints on where they invested their government-insured deposits.

The result was an uncritical eagerness to lend money. "Deals were done on the back of cocktail napkins. Some were signed without the lenders even seeing the property they were financing," says Mr David Gialanella, of Cushman &

Wakefield, real estate adviser. "Between 1982 and 1988, there was almost no project that could not have been financed with no equity," says Mr Richard Jennings, director of sales and financing at Landauer, a real estate counsellor.

Tax incentives also played a powerful part. Legislation introduced in 1981, designed to channel money into plant and equipment, encouraged development regardless of demand as buildings became tax shelters. "You could make money with a 25 per cent vacancy rate," says Mr Karl Case, a visiting scholar at the Federal Reserve Bank of Boston. The rules were changed in 1986, but it took several years before the buildings conceived under the act were all completed.

When the 1986 Tax Reform Act derailed domestic investors, Japanese buyers took their place. Driven by trade imbalances, the favourable exchange rates and high land values in Tokyo, Japanese investors put \$6.8bn (£3.6bn) into US real estate in 1987.

US pension funds increased their total investment in real estate five-fold to \$125bn during the 1980s. Much of this money was put in close to the top of the market, when investors were trying to find a more stable investment medium after the 1987 stock market crash.

As the glamour of investors mounted, the investment market began to lose touch with the fundamentals. Too much money chased too few assets; prices soared even

though rising vacancy rates were crushing the prospect of income growth. Deal-making, stripped of analysis, became the motor of the industry. "Deals are my art form," boasted the most celebrated developer of the period, Mr Donald Trump.

Like a game of musical chairs, the music stopped abruptly. The country's move towards recession underlined the extreme imbalance between demand and supply, mounting losses deterred investors and the banks, reeling from the blows to their loan books, turned off the credit.

Demand from occupiers is unlikely to catch up quickly with supply, whatever the extent of the US recession. The US workforce is likely to grow slowly in the 1990s and pressures on the services sector may force an improvement in productivity, resulting in slower growth in the office workforce. Salomon Brothers reckons the US has a 10-year supply of office space.

On the investment side, too, supply has moved way out of line with demand. Developers and investors want to sell property to meet their interest costs, while banks that foreclosed on property are selling it at knock-down prices. At the bottom of the scale, the market is braced for a glut of low-grade property financed by the thirties, which is now being sold by the government's Resolution Trust Corporation.

Long-term capital sources are

shrinking. Disillusioned pension funds and life insurance companies have been withdrawing from the market. Foreign investment also appears to be on the retreat, as falls in property prices round the world persuade investors to focus on home markets. In particular, Japanese investment has been slowed by last year's collapse of the stock market and the poor performance of their US investments.

Even more important is the clampdown on bank lending, which has slammed the brakes on the property industry. "Mortgage money became a commodity. Today it is not even a question of price."

Demand from occupiers is unlikely to catch up quickly with supply, whatever the extent of the US recession

Banker, a research group, calculates that if speculative construction of office space grinds to a halt, vacancy rates will be cut to single figures by 1995, with significant increases in rent triggered by 1994. "The office property market has the potential for rebound, both earlier and stronger than most analysts have foreseen," it says.

The vulture funds that are gathering would agree. Their goal is to emulate investors like the Reichmann family which made its fortune in the mid-1970s by buying Manhattan offices well below replacement cost at a time when New York was stricken with a fiscal crisis. "In the 1970s, a lot of fortunes were made," says Mr Steve Green, chairman of SL Green Real Estate, a trader based in New York's garment district. "We think we are seeing that time again."

This time, New York is low on the hit list of most investors. Arthur Anderson, the consulting group, believes that Seattle, which is expected to ride out the recession, has the most potential for real estate investment over the next three years, followed by Houston and Dallas, where new construction has been minimal after the collapse in the early 1980s.

But even the most enthusiastic contra-cyclical investor expects to take a long-term view. Although a healthier industry may ultimately result from the current crisis, the recovery is likely to be slow and tortuous.

RENTAL GROWTH (%)			
Retail	Office	Industrial	All Properties
Year to Feb 91	3.9	1.9	5.7
Quarter to Feb 91	0.5	-0.9	0.6
Month of Feb 91	-0.2	-0.1	-0.1

Investment Property Database

Enterprise Zone Developments

100% Tax Relief

FOR INDIVIDUALS AND COMPANIES
100% IBAs are available on Industrial and Business units in two of the UK's leading Enterprise Zones: CORBY and TYNESIDE

GUARANTEED construction completion before the end of the zone designation periods - mid 1991.

Investment Opportunities are also available within post '91 zones. Prices range from £25,000 for individual properties.

Contact: Claire Hobson
EZD Property Group Plc, World Trade Centre, London E1 9LN. Tel: 071 480 7513

Enterprise Zone Developments

A prime retail site in Staffordshire is for sale. Located between junction 14 and 15 on the M5 one mile North of Stoke.

The Malcolm Harrison Commercial Vehicle Retail Sales/Office/Bungalow and Workshop premises with 3.63 acres.

This prime retail site has been established for over 14 years with a history of high truck sales and profits. All surfaced, high, lucrative location with prominent frontage to A34.

Would suit many other types of retail businesses.

For sale by public auction (unless sold by private treaty) Tuesday 16 April 1991 at 7.00 pm prompt at The Auction Rooms of Louis Taylor Commercial, Britannia House, 10 Town Road, Hanley, Stoke-on-Trent. Tel: (0782) 280222

If

you require a prime office in London's Mayfair but do not wish to have a long term commitment, we have the answer.

Please contact

Catherine Murphy
Nightingale Secretariat,
3 Berkeley Square,
London, W1X 5HG
Tel: 071-629 6116
Fax: 071-491 4811

EXETER MATFORD BUSINESS PARK FOR SALE/RENT

Office/Showroom/Production units 2000 sq.ft. each

Also development land 1/2 - 2 acres
Full B1, B2 and B8 consent
Lane Properties (0392) 430903

WOULD YOU LIKE TO BE ASSOCIATED WITH 'PROBABLY THE FINEST OFFICE ADDRESS IN THE WORLD'?

CONTACT:

TEL: 071-489 3986

MAYFAIR

London W1

FOR SALE OR TO LET

5000 SQ.FT.

Period Office Building with residential flat (GROSSLAND OFFICE BUREAU)

071 408 1114

SAVE TAX

WHY PAY CORPORATE OR PERSONAL TAX?

100% TAX ALLOWANCE ON FREEHOLD PROPERTY INVESTMENTS

8 to 8.75% INITIAL YIELD

12.65% POST TAX

PRICES FROM £47,000 to £2m

Tel: COLIN VANCE Chartered Surveyor

(091) 217 0444

Evenings & Weekends (0207) 580588

RELOCATE TO COCKFOSTERS ATTRACTIVE OFFICES 5,652 SQ.FT.

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

FILOFAX HOUSE, HAINAUT, ESSEX.

PROMINENT FREEHOLD HEADQUARTERS BUILDING

• Self Contained Building 22,650 SQ.FT.

• 12 Miles North East of Central London FOR SALE/MAY LET

[Page Read] 071-253 2293

SCOTTISH GOLF, AYRSHIRE

A unique opportunity - 20 mins Glasgow, 5 mins Prestwick Airports

Two Historic Castles set in 600 Acres with planning permission for

2x18 hole golf courses. 150 bed hotel complex and leisure centre.

145 residential units and much more. On offer at £6.5M.

Write: Alexander George and Company

50 Wellington Street, GLASGOW G2 6HJ

Fax: 041 204 3323

HARROW

Superb New Office Building TO LET

5,000-16,000 sq ft

(4) Car spaces)

IMMEDIATELY AVAILABLE

Ref: DWL

[Grimley J.R. Ltd]

971-895 1515

4 STRATTON STREET, LONDON W1X 8PO

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL

Only £150 per sq.ft.

Adjacent to Tube (Piccadilly Line)

West End Access 25 minutes

Ref RT 071 493 4633

Ref: DWL</

FINANCIAL TIMES FRIDAY APRIL 5 1991

FT LAW REPORTS

Digest of cases in Hilary term

BARCLAYS BANK PLC v KAPUR AND OTHERS (FT, January 30)

THE group, calculating construction to a hull, were cut to shreds with significant damage by 1984. The market has the last, both earlier and most analysts say. Their goal is to like the Reich's made its fortune by buying well below a time when taken with a fiscal lot of tortures. Mr Steve Green, New York's garment we are seeing

York is low on most investors, the consulting at Seattle, which not the recession, potential for real t over the next wed by Houston new construction after the collapse

most enthusiastic investor experts to view. Although it may ultimately current crisis, the to be slow and

ACRE SITE

FACTORY
DPE

ENT
91
nutes
91
REIRENTS
MENTS

THE employees were Asians of East African origin came to the UK in the 1970s and obtained employment with Barclays. Their contract specified that their past service with banks in Kenya or Tanzania should not count towards their pension entitlement.

They complained of racial discrimination because European employees who joined Barclays at about the same time, were allowed to count their past services towards their pensions. Section 68(1) of the Race Discrimination Act 1976 provided that an industrial tribunal should not consider a complaint unless presented before the end of three months "beginning when the act complained of was done", while section 68(7) provided that... "(b) any act extending over a period should be treated as done at the end of that period;" and (c) "a deliberate omission" should be treated as done when the person in question decided on it.

The Court of Appeal refused to accept Barclays' submission that the act of discrimination was a deliberate omission within subsection 7(c), done when it decided not to credit them with previous service. Dismissing Barclays' appeal, the House of Lords stated that the pension provisions were a continuing act throughout the period of employment falling under subsection 7(b). To require an employee to work on less favourable terms as to pension was as much a continuing act as to require him to work for lower current wages.

PUNJAB NATIONAL BANK v DE BOINVILLE AND OTHERS (FT, February 1)

THE bank opened letters of credit on behalf of export company, Esal (Commodities) Ltd, to cover the export of commodities to Sudan. The letters of credit were secured by London brokers with Lloyd's underwriters who declined liability when the bank made claims on them, alleging misrepresentation and non-disclosure. In the bank's proceedings the defendants were two brokers and five brokerage firms.

In deciding whether the bank had relationships giving rise to duties of care, Mr Justice Hobhouse held on a preliminary issue that it was clear

that the brokers owed personal duties of care to the client in the relevant brokerage transactions. They had been in communication with the bank and Esal on the one hand, and the underwriters on the other. If they were careless in discharging the brokerage function they should be under a liability in tort to the client. They were in effectively the same relationship of proximity to the client as was their employer, the brokerage firm, in so far as they were personally involved and were personally careless.

EAGLE TRUST PLC v SRC SECURITIES LTD (FT, February 5)

IN THIS statement of claim, the plaintiff alleged that the defendant ought to have known, under a constructive trust, that Eagle's money was applied in contravention of section 151 of the Companies Act 1985. Mr Justice Viner-Jones stated that it could now be taken as settled law that a stranger could not be made liable for knowing assistance in a fraudulent breach of trust unless knowledge of fraudulent design could be imputed to him so that there must have been something amounting to want of probity on his part. Constructive notice was not enough, though knowledge might be inferred in the absence of evidence by the defendant if it would have been imputed to an honest and reasonable man.

Therefore, in a case of this kind, to make a defendant liable as constructive trustee it must be shown that he knew that the moneys were trust moneys misappropriated; or that, in the absence of evidence or explanation by the defendant, knowledge could be inferred. Assuming in favour of Eagle that if the action went to trial it would establish the truth of its allegations and the defendant would adduce no evidence, the action would nonetheless fail. In those circumstances it should be struck out.

STOKES v ENSIGN TANKERS (LEASING) LTD (FT, February 6)

SECTION 41(1) of the Finance Act 1971 provided that allowance was available to a person carrying on a trade who incurred capital expenditure in acquiring machinery and plant "for the purposes of the trade". The Special Commissioners held that Ensign was not entitled to claim initial allowance under section 41(1).

The Revenue assessed the

The Court of Appeal, in allowing an Inland Revenue appeal, stated that the Commissioners correctly asked themselves whether the partnership was trading. They held that as a matter of law, that it was not trading since the "partner amount" intention was to obtain a fiscal advantage but that constituted an error of law. If they found as a fact that the paramount intention was fiscal advantage, as a matter of law that was not decisive, since it postulated the existence of some other purpose which might be commercial. The Commissioners had to weigh the paramount fiscal element against the non-fiscal element and decide as a question of fact whether the transaction constituted trading for commercial purposes. The case would be remitted for reconsideration.

THE OIL B (FT, February 8)

A CHARTERPARTY provided that the shipowners were to have an absolute lien on cargo for freight, demurrage and costs even after delivery. The consignee, Enimont, failed to take delivery of a cargo liable to deteriorate in hot weather. When Enimont sold the cargo on, the owners would not release it until all expenses had been paid. Enimont issued a writ against the shipowners claiming economic duress.

In setting aside service out of the jurisdiction, Mr Justice Webster stated that the parties' agreement was to be governed by English law. If a defendant was brought to the English court against his will, it would apply the conventional test of good arguable case. But if he did not, it was a proper case for service out of the jurisdiction unless the court decided on the material before it that the plaintiff's case was, on the merits, virtually unarguable.

In the present case the shipowners themselves were under pressure and faced liability if they failed to preserve the cargo. Enimont's case was unarguable on its merits.

SHILTON v WILMSHURST (CHM INSPECTOR OF TAXES) (FT, February 12)

MR PETER SHILTON, the footballer, was transferred from Nottingham Forest to Southampton for a payment, *inter alia*, of £75,000 from Forest if he agreed to the transfer. He also agreed to accept £20,000 from Southampton if he stayed for them for four years.

The Revenue assessed the

Aviva Golden

M11 Exit Barking

2,000, Square Foot Workshop For Rent

Call 0279 731433

INTERNATIONAL PROPERTY

FLORIDA'S GULF COAST

This river property, 350 acres, is one of the most dynamic property on Florida's Gulf Coast, ideal for golf, tennis and boating resort community or a retirement community. This peninsula is directly on the Manatee River, and two hours from Orlando. \$11,404,000. Contact Donald A Lewis. For videotape of our properties, please contact our International Division.

MICHAEL SAUNDERS & COMPANY, REALTOR 81 S. Blvd. of Presidents, Sarasota, Florida 34236 USA (813) 388-3615 FAX (813) 388-3041

ORLANDO, FLORIDA 10 MINUTES TO DISNEY

275 acres for development Residential, Apartments, Condos \$12,000 per acre, all or part

ORLANDO REALTY 407 649 4753 (USA)

PARIS

ARC DE TRIOMPHE In a Private Residence 600 sq.m. office + parkings.

(010 33 1) 45 63 29 29

BUSINESS PARKS SURVEY

The FT proposes to publish this survey on 19th April For an editorial synopsis and advertising rates please ring PETER SHIELD on 071-873 3284 or write to him at Financial Times, One Southwark Bridge, London SE1 9HL

THIRD INVITATION TO PURCHASE

Acting as sole agents for TREBUHANDANSTALT BERLIN (Public Trust Company)

The Group of DIP Deutsche Immobilien Partner Berlin, Dresden, Düsseldorf, Stuttgart, Frankfurt/Main, Hamburg, Munich

is offering the following properties and business premises for sale:

All area measurements are approximate; 1 square meter = 10.76 square feet

III/3 Treuhänderstrasse 47, Berlin-Charlottenburg. A splendid building plot in a former residential area for diplomats, ideal for living accommodation premises or business. Area 1,050 sq.m. DM 367,500

III/5 Lange Straße 31, Berlin City Centre. An excellent building plot in a central residential area, now taken up by a well-established building in need of renovation. Plot size 4,190 sq.m. The non-developed land is suitable for an office building. Reserved price: DM 6,300,000

III/7 Berlin-Schöneberg/Charlottenburg. A central plot for a new building shell, planned for an office building. The plot is large and extended, the object would be suitable for an office building or office use.

Plot size 7,752 sq.m. Reserved price: DM 7,200,000

III/8 Hardenbergstrasse 70, Berlin-Lichtenberg. Excellent premises of 1,211 sq.m. just right for a pharmaceutical business specialising, for example, in pharmaceuticals or laboratory work for the nearby hospital.

Reserved price: DM 350,000

III/9 Hardenbergstrasse, Berlin-Hohenberg. A very interesting site for retail business. Plot of 900 sq.m. The new building shell - floor space of 1,100 sq.m. can be completed on the plot.

Plot size 900 sq.m. Reserved price: DM 1,200,000

This invitation to purchase remains on Friday, 3 May 1991 (Postmark)

Further details about purchase procedure can be obtained from one of the following DIP Deutsche Immobilien Partner:

AENGGEVLT

Real estate agents directly responsible of the DIP
Poststrasse 29 D-1000 Berlin 15 - Postf. Box. Code 30 884 184-0
Fax. No. 030 884 184-22 - Telex 85 62 168
Hans-Joachim Schmid - D-4000 Düsseldorf 1 - Postf. Box. Code 211 83 255-261
Fax. No. 0211 83 255-261

BANKHAUS BILWANGER & GEIGER
Bankhaus Bilwanger & Geiger
D-7000 Stuttgart 1

IMMOBILIEN AGENZIE A CO
D-2000 Hamburg 36

If you have any queries, we have set aside the following times:

Kurt-Peter Pfeiffer: Phone (Int. Code) 30 884 184-10 - Valter Stöhr: Phone (Int. Code) 30 884 184-15

Frank-Joachim Schmid: Phone (Int. Code) 30 884 184-17 - Marc Thiel: Phone (Int. Code) 30 884 184-15

In London contact: Hilary Parker, May & Symonds International Department:
10 St. Swithin's Lane, London EC3A 7AS. Tel: 071 4995 016

In response to your enquiry, you will receive a detailed description of the object.

For further details please contact:

AGEDJ
ERI Commercial
7 and 9 Rue des Mouline
MC 98000 MONACO

Tel: 37 93 50 66 00 Telex 479417 MC

PRINCIPALITY OF MONACO PRESTIGIOUS OFFICE

For rent in THE CENTER OF MONTE CARLO 320 sqm (9 rooms) entirely finished and air conditioned, with parking space and cellars immediately available

For further details please contact:

AGEDJ
ERI Commercial
7 and 9 Rue des Mouline
MC 98000 MONACO

Tel: 37 93 50 66 00 Telex 479417 MC

BUSINESSES FOR SALE

Heat-Seal Insulated Windows Ltd
(In Receivership)
Southampton

Heat-Seal is a manufacturer and installer of UPVC and aluminium windows for domestic and commercial applications.

- Leasehold premises
- Substantial orderbook
- Estimated turnover approx £3m.

For further details please contact the Joint Administrative Receiver: John Macmillan, Grant Thornton, 31 Carlton Crescent, Southampton SO1 2EW. Tel: 0703 221231. Fax: 0703 330443

Grant Thornton

The UK member firm of Grant Thornton International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

HOW DO YOU VIEW VIDEOCONFERENCING?

BEFORE YOU CLOSE YOUR EYES - CONSIDER THE FOLLOWING POINTS:

THAT YOU CAN COMMUNICATE WORLDWIDE - FACE TO FACE WITH CLIENTS & COLLEAGUES - FROM YOUR OFFICE

THAT FOR LITTLE MORE THAN THE COST OF A TELEPHONE CALL, YOU CAN NOW HAVE DIAL UP VIDEOCONFERENCING TO MANY LOCATIONS

THAT TIME & MONEY CAN BE SAVED AND EFFICIENCY IMPROVED WITH THE USE OF OUR SYSTEMS

DON'T BE SHORT SIGHTED. TELEPHONE GEORGE MATHEWS TODAY FOR THE COMPLETE PICTURE.

internet

THE ART OF GLOBAL CONFERENCING

INTERNET TECHNOLOGY LIMITED

EAGLES WOOD - BRADLEY STOKE - BRISTOL - BS12 4EU

Tele: 0454 201478 Fax: 0454 201479

SECRET RECORDING INTELLIGENCE KIT

• Credit Card Size Recorder, an exclusive miniature 4 hour recorder.

• Credit Card Size Recorder, smaller than a cigarette pack will give you an accurate, dependable record of all the calls that are made by taping them automatically. Ensures no misunderstandings in important conversations.

• Micro-Hidden Camera System lets you see in total darkness and takes 35mm or video pictures.

CCS Communication Control Systems, Ltd.

INVESTORS CHRONICLE

A Financial Times Publication

On sale every Friday £1.40

From your newsagent

Regus

IMMEDIATELY AVAILABLE
FULLY STAFFED AND EQUIPPED OFFICES.

PARIS - LONDON - BRUSSELS
MADRID - BUDAPEST - WARSAW
NEW YORK - WASHINGTON D.C.
LOS ANGELES - COPENHAGEN

Secretarial assistance
Meeting room facilities
Answering service
Message service
Prestigious locations

TELEPHONE:

LONDON 071-753 2828
USA Toll Free 800 776 8330

FOR PRIVATE SALE

1. In close proximity to Berlin-Tempelhof recreational area, 65 ha including 350m waterfront, excellently suited for a hotel and holiday complex as provisory planning permission exists. Public amenities are onsite.

2. On the outskirts of Berlin-Hellersdorf, approx 10-15 ha of excellent commercial property. Near two motorway junctions for easy access. Municipal boundary approx. 200m. Water amenities on site.

3. Island of Ruegen, east coast 2ha of undeveloped property, with exclusive shoreline on an inland lake.

4. 10 ha of commercial property, suitable for a transport business, between Rostock and Stralsund.

5. 7.5 ha approx. of developed land located on a major throughfare on the outskirts of East Berlin. Planning permission already exists for a petrol-filling station.

Ownership has been clearly established. For prices and more detailed information please contact:

Hans Moser, Boli Spedition, P.O. Box 105726
Frankenstrasse 12, 2000 Hamburg 1, Germany.

Tel: 010 49 2361 030,
Fax: 010 40 231 653.

ROMA EUR

CONSTRUCTION COMPANY RENTS, IN EXCLUSIVE BUILDING, PREMISES FOR BANK HEAD OFFICE OR AGENCY</div

TECHNOLOGY

Tractor holds its ground

To the uninitiated, a tractor is an agricultural workhorse with small wheels at the front and big wheels at the back. But British researchers are hoping to change that.

Helped by funding from the UK Ministry of Agriculture, the Silsoe Research Institute near Bedford has designed a rubber-track system which replaces the rear drive-wheels. The design combines the improved traction and low ground pressure of a conventional crawler with the on-road capability of a wheeled tractor.

Farmers need good traction for ploughing but also want low compaction for spraying or fertilising. The light-weight rubber tracks are no wider than a standard tyre, allowing in-the-furrow ploughing, but the ground contact patch is twice as long, spreading the load and increasing the tractor's pulling power.

The design has not yet reached final development stage. Initially, the aim is to fit the track to existing tractors in place of the rear wheels, offering a weight advantage over rival systems where the track is placed over the wheel.

Ultimately, however, the system could lead to a fundamental redesign of the tractor. As the track takes up significantly less space than the conventional rear wheel, the cab area could be increased without adding to the overall width.

The heart of the system is a sprocket, mounted on the existing axle flanges, through which the track is positively driven to avoid slippage. To provide suspension, the tracks incorporate hydraulic dampers and air springs.

Mike Dwyer, head of the transmission group in Silsoe's mechanical engineering division, concedes that current conditions in the agricultural equipment industry may make it difficult to interest manufacturers in the idea. But, he says, "it's not all doom and gloom".

Dwyer scoffs the idea that the idea will be too radical for farmers to accept. "There's a sizeable number of farmers who are true businessmen. They'll buy it if they see a return on their investment."

Andrew Baxter

Twenty computer and computer software companies, including some of the world's largest, will next week launch an initiative to establish common hardware and software standards for the next generation of microprocessor-based computers ranging from desktop personal computers to multi-processor systems.

Leading the industry coalition, unofficially known as the Gibraltar Group, are Compaq Computer, a leading personal computer manufacturer; Digital Equipment, the world's second largest computer maker; Mips Computer, a developer of high-performance Reduced Instruction Set Computing (Risc) chips; Microsoft, the leading supplier of personal computer software; and the Santa Cruz Operation, a developer of Unix software. Other members include Olivetti, Wang, Pyramid Technology, NEC and Silicon Graphics.

Members of the industry coalition say that they aim to "unify the industry" by establishing standards that will combine software and hardware technologies from personal computers, computer workstations and more powerful multi-processor computers.

Currently, the computer industry is split into factions that support competing "open systems" software standards aimed at making it easier to transfer software and data between different types and brands of computers. The industry is also divided between proponents of "open systems" and those whose interests lie in proprietary architectures that tie users to a single computer vendor.

These industry battles, which have raged for the past three years, have served mostly to confuse potential buyers rather than to make it easier to get different types of computers to work together.

The goals of the Gibraltar Group are, however, more narrowly defined than those espoused by earlier industry consortia.

The new coalition is focused specifically upon creating standard microprocessor-based computer architectures analogous to the standards that created the personal computer boom in the 1980s.

These new operating systems will be designed to run on two hardware "platforms" — the Intel microprocessors that currently dominate the personal computer market and Mips Computer's latest Risc chip, the R4000, one of several contenders in the workstation market battle.

This combination of hardware and software "standards" represents a potentially powerful threat to established market leaders. Coalition members

Computer makers will next week announce an agreement on standards, writes Louise Kehoe

Gibraltar's peace treaty



Perplexed by the standards muddle

Foundation, and the Santa Cruz Operation's version of Unix, designed to run on microprocessor systems.

• A new version of Microsoft's OS/2 personal computer operating system, currently under development, that will incorporate many of the features of Unix while maintaining links with today's wealth of personal computer programs.

These new operating systems will be designed to run on two hardware "platforms" — the Intel microprocessors that currently dominate the personal computer market and Mips Computer's latest Risc chip, the R4000, one of several contenders in the workstation market battle.

Many view the industry coalition's announcement as a bid to unseat Sun Microsystems, the market leader in Unix workstations. Sun's Sparc chip is in direct competition with the Mips Risc chip. Off-

have one competitor in common — International Business Machines. For IBM, any industry group that attempts to seize the right to establish standards is a challenger.

The Gibraltar Group's challenge to IBM is, however, blunted by the fact that IBM has direct access to Microsoft's latest personal computer operating system developments, through its joint technology development agreements with the software company. IBM is also a founding member of the Open Software Foundation, and therefore gains access to OSF1, the version of Unix that will form the basis of the Gibraltar Group implementation.

Many view the industry

coalition's announcement as a bid to unseat Sun Microsystems, the market leader in Unix workstations. Sun's Sparc chip is in direct competition with the Mips Risc chip. Off-

dials at Sun are not, however, perturbed by the pending Gibraltar Group announcement. They point out that Sparc currently has a 68 per cent share of the Risc Unix market and that Mips Computer's 4000 is only a "paper product" that has yet to be manufactured.

It will be two to three years before computer products result from next week's announcement, Sun predicts. For Intel, whose microprocessor chips dominate the personal computer market, the coalition's endorsement of the Mips Risc chip must come as a disappointment.

Compaq, one of Intel's best customers, will be splitting its energies between developing new Intel-based computers and those based upon the Mips Risc chips. Intel can take comfort, however, in the prospect of a broader market for its current and future microprocessor products to be created by the promised availability of more powerful computer operating systems for commercial microprocessor-based computer systems, even if it must share that market with Mips.

For Microsoft, which currently holds a monopoly in personal computer systems software, the new consortium represents an opportunity to promote its future product — a new version of OS/2 variously known as OS/2 3.0 or "NT".

Microsoft revealed in January its plans to develop a "portable" version of OS/2 that would incorporate Windows as well as key features of Unix. At the Gibraltar Group announcement, Microsoft will reveal that it has chosen the Mips R4000 Risc chip as the first alternative "platform" to the Intel microprocessor family.

No serious contender in the microprocessor-based computer market, whether it be an Asian personal computer clone builder or a US manufacturer of multi-processor computers, can afford to ignore next week's Gibraltar Group announcement. Many industry executives remain sceptical, however, about the ability of this new industry coalition to deliver upon its promises.

Computer users, jaded by the false hopes raised by earlier computer industry consortia, may also have doubts.

It is clear to many that the creation of new operating systems is not the answer to solving the complex problems of making installed and new computers work together.

Members of the Gibraltar Group insist, none the less, that this industry group will deliver products that will make computer users "winners".

A little lesson in organisation

ELECTRONIC organiser and portable computer manufacturer Psion has developed a hand-held unit for use in industrial or commercial applications for tasks such as stock-taking, quality control monitoring or for looking up prices and information.

Similar in shape to the Psion organiser, the HC range of hand-held units can be used with a range of peripherals such as bar-code readers and scanners. Each unit has a 16 bit processor, LCD screen and loudspeakers to broadcast digitally recorded speech. It is multi-tasking and can communicate back to computer systems which use IBM PC, Apple Macintosh or Unix protocols.

Psion believes the market for such hand-held machines is about to take off and points to figures from industry analysts Dataquest to prove the point. These show that the sector is growing faster than either the laptop or notebook market — at a rate of more than 50 per cent a year. From worldwide shipments of 350,000 units in 1990, Dataquest predicts the world demand will be for more than 5m units a year by 1994.

Getting a leg up on micro fibres

SMOOTHER, silkier and better-fitting hosiery is the promise of a micro yarn which will find its way around European legs by the autumn.

Although micro fibres —

In which each filament is less

than a thousandth of the thickness of a human hair — have been used in sportswear and fashion garments, they have been difficult to use. In hosiery, because the yarn for stockings and tights needs to be incredibly tight, and so is difficult to mass-produce.

ICI Fibres, of Hartlepool, has overcome that problem through improvements in both the polyamide fibre and the production control techniques for making it.

Computer with a life of its own

AN AMBITIOUS project to mimic a living system is being attempted at IBM's Watson Research Centre, at Yorktown Heights near New York, writes David Fishlock.

The technique is to use

computer models of the living

system in order to design better experiments. It should prove faster than either *in vivo* or *in vitro* experiments, and permit tighter experimental controls.

The system which Philip Seiden, a senior scientist with the physical sciences department, has chosen to model is the immune system.

Because it is one of the body's most complex systems, Seiden has simplified the challenge by concentrating on the core of the mechanism, the cellular immune system, which is responsible for the specificity of bodily responses.

His model is based on three kinds of cell — B cells, T cells and A cells — together with the thymus, the gland which "prevents your immune system from killing you". It mimics the action of these cells together with antigens and antibodies.

Crackdown on speedy drivers

SPEEDING drivers need to be wary. For a Swedish company, Senays Traffic of Gävle, has developed a traffic radar system which can register the speed of a car to within 1 per cent accuracy.

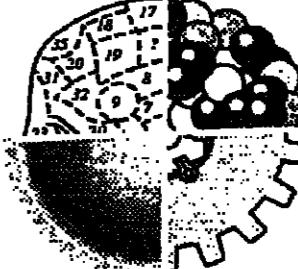
The secret of the system, developed initially for the Swedish police, is that it uses digital technology to read the vehicle speed and process the signals. Because the signals can be解读 and analysed, the radar system can choose the speed of one vehicle as it is overtaking another — previously the two signals would have been mixed.

This makes the system ideal for use on motorways, where the speed of several cars can be logged at once. The manufacturers also believe that because of the degree of accuracy it will result in more successful prosecutions.

Shots fired at chilled food

SAINSBURY'S, the British supermarket chain, is conducting experiments on a "laser gun" which will help the company ensure that chilled foods are stored at the correct temperature, both during transportation and on the supermarket shelves.

The gun, developed by Raytek of Santa Cruz, California, and sold in the UK by Calox Instrumentation, of Leighton Buzzard,



WORTH WATCHING

by Della Bradshaw

Buzzard, uses an infra-red sensor to detect the correct temperature of the food.

The sensor measures radiation in the infra-red spectrum, which is emitted by everything, including food. The higher the temperature, the more radiation is emitted. If the food is above the minimum temperature — the gun can be set to trigger at different temperatures for different foods — the unit "beeps" and a light flashes.

In addition, the gun emits a thin, red laser light so that if any food is suspect the beam can direct the employee straight to it — right down to the individual sausage.

Time to savour the flavour

DOES your chewing gum lose its flavour on the bed-post overnight?

The answer could be a patent just granted to Columbian Laboratories, of Hollywood, California, for the sustained release of flavour ingredients, so the taste remains for several hours rather than minutes.

The technique involves dispersing the flavouring agents into a continuous polymer film, which is then added to the gum base. The rate of release of the flavouring is controlled through the selection of different polymers.

The technology could also be used for gum which delivers drugs to treat gum disease as well as delivery systems for systemic drugs.

Contact: Psion: UK, 071 262 5500. ICI Fibres: UK, 0423 722000. IBM: US, 914 945 3000. Senays Traffic: Sweden, 26 17 23 50; UK, 0763 51047. Raytek: US, 408 463 1110. Calox: UK, 0223 875176. Columbian Laboratories: US, 305 984 6688.

On September 18th 1990, NCR turned the mainframe market upside down.

Have you ever wondered why mainframes need to run different operating systems from all the other computers in your enterprise?

The obvious answer is that it suits the mainframe manufacturer. Because it locks you into his system.

But obviously it doesn't suit customers.

Imagine a world in which every computer, from the biggest to the smallest in your enterprise, could run the same programs — and under the same operating system — with total compatibility!

This new world now exists. On September 18th 1990, NCR launched its System 3000: a seven-level range of computers, all based on the same industry-standard microprocessor.

Designed on standards so open, that you can run the same program on your PC as on NCR's massively parallel computer — without re-writing one bit of the code.

NCR's new Cooperation software connects these computers together so that the network

itself becomes the computer. With the more powerful machines placed strategically so that they can 'serve' the desktop machines with the data or services they need.

You now have something far more flexible, and far more responsive than a mainframe — but for far less money. (The Intel® industry-standard microprocessors we use can match the power of proprietary systems at under a tenth of the cost.

And NCR offers the four major standard

operating systems: DOS, OS/2,

SCO UNIX, and UNIX V4.

Finally, NCR's Open Networking Environment makes it possible to link up all your computers (including even existing mainframes and minis) on an OSI base. Thus taking you into the future.

It's revolutionary, yes. But on a strictly evolutionary basis, so that all your current computer investments are protected.

NCR

Open, Cooperative Computing.
The Strategy For Managing Change.

ARTS

Our Own Kind

BUSH THEATRE

There can be few more dangerous denials of humanity than the politics of racial purity, and few more treacherous. As Roy MacGregor so rightly points out in his deeply sinister first play *Our Own Kind*, racism is not simply the preserve of the thugs on the soccer terraces. They are just the foot soldiers; the conspirators and ugly face of an evil that lies deep in the collective conscience.

MacGregor gives us the yobish archetypes of racial violence; indeed he constructs his plot around Steve, a vicious inadequate who vents his sexual frustration in the casual, drunken murder of an Asian on a canal boat. But Steve is just an accident waiting to happen – an irrelevance in the grand scheme of political manipulation and public naivety. His capture and imprisonment are less significant than the passions aroused by them; his crime is merely symptomatic of underlying disease.

The play is set on an estate in Bristol, where "white trash" blame black neighbours for their disadvantages. It is classic stuff, observed with a pert and melodramatic precocity by schoolgirl Lorna (a moon-faced Charlotte Coleman), whose own family becomes ensnared in what she perceives as a monstrous evil.

Her sister Sylvie is Steve's fiancée, while her father, a bus driver, witnesses the killing on his way home from a chess evening at the local club.

Neither could have foreseen their involvement, and yet their situation makes it inevitable, forcing both in their different ways to confront their own demons. He tries to blot out what he has seen; his failure to do so brings his family face to boot with the outrage of those who believe in protecting "our own kind". She tries to pretend that her engagement has a future, because marriage is the only future she has ever envisaged. Both are lonely, frightened and not very brave.

MacGregor draws these ordinary characters with an immense compassion which is picked up in Dominic Dromgoole's first class production. Gary Love quite brilliantly catches the vulnerability behind the hardness of the unloved Steve, while Jane Horrocks and Brian Protheroe push far beyond the stereotyped no-hoppers that Sylvie and her dad first seem to be.

But the coup de grace is the personification of the National Front in the smooth and infinitely plausible character of Diane, the manipulator of the rabbit and fixer of coincidences. There is a frisson of recognition as one realises that the needs of social destruction might well lie in someone much like Kevin Whately, with his sports jacket, chinos and everyday face; someone ruthless, smart and sly who can block every moral compunction with apparently irredeemable logic.

The play has its faults – a certain structural unbalance, and an ending which, without giving too much away, seems to drift into precisely the few unrealities that elsewhere are so cleverly avoided. But it marks an impressive playwriting debut for a writer of wit, eloquence and considerable political intelligence.

Claire Armitstead

Luscious spread from the Middle Ages

Patricia Morison admires the treasure of Saint-Denis at the Louvre

For the first time since the French Revolution the treasure of the Benedictine Abbey of Saint-Denis has been brought together, a thought to make any lover of the middle ages feel faint with anticipation. Dagobert's Throne, Abbot Suger's porphyry eagle, the so-called Sword of Charlemagne and Horn of Roland, if these are names which thrill, then you cannot miss *Le Trésor de Saint-Denis* at the Louvre. The exhibition runs until June 12 and has been mounted with assistance from United Technologies.

In a perfect world this exhibition would not be in a museum, but in Abbot Suger's 12th-century basilica. Today the church is stranded in the grim suburbs of Saint-Denis, its twin great towers faintly visible from the motorway heading north from Paris. Burial place of the French kings, Saint-Denis is, I promise you, worth the visit.

As for the patron saint of the abbey and the French monarchy, he stands outside the exhibition in the form of a headless statue in stone. In about 250 AD St Denis was executed on the hill of Montmartre. Undeterred, he picked up his bloody head and walked north to the field where he lay down for the last time. The martyr's grave, a place of supernatural wonders, soon attracted pilgrims and over a pious 5th-century virgin called Geneviève built the first church.

Thanks to the fantasies of the monks, the reputation of St Denis

grew by leaps and bounds, above all in the 9th century when he was artfully confused with a Greek bishop converted by St Paul. Kings and aristocrats wanted to be buried in the presence of a powerful saint who could smooth their passage to heaven. When Emperor Charles the Bald died in 877, his body was carried back to lie beside the saint. For me, one of the most evocative items in the exhibition is the large Roman bath-tub of porphyry, which is believed to have been for many centuries the emperor's coffin.

The monks of the royal abbey amassed one of the most spectacular treasures in Western Christianity. But even the most costly reliquaries were simply so much bullion, and monks and kings alike were capable of taking a hard-nosed view of their sumptuous possessions.

In the 9th century the Vikings used them to ransom an abbot from the Vikings. In the 10th century they sold a massive reliquary of St John to pay the butcher's bill.

At the Revolution the citizens of Francia (as Saint-Denis was renamed) threw what remained of the treasure onto a cart and carried the lot along to the authorities. The commissioners made their choice of "artistic" and historic pieces and the rest was sent to be melted down. The yield, however, was meagre because many treasures turned out to be mostly covered with precious metal. The jewellers of Paris were not excited by recycled Dark Age gemstones.

In the next decades there were more thefts and losses, but at least the bulk of the Treasure of Saint-Denis remained in Paris, divided between the Cabinet des Médailles, part of the Bibliothèque Nationale, and the Louvre. And so it remains, although after seeing this splendid but poignant exhibition, one wishes for the impossible. Could these two venerable institutions ever agree to let the treasure be exhibited permanently together?

For my taste, it is the objects which date from the 7th to the 12th centuries which have a just one filigree fragment of the great cross made in the 7th century by the very hands of St Eloi, patron saint of goldsmiths. And then there are the stupendous gifts presented by Charles the Bald. No doubt with the help of his jeweller, Abbot Fréphème, will make of this, I am not sure. For all the gleaming gold and the sparkle of gems, I felt a little too much had been asked of the objects themselves, some beautiful, some charming, such as the 11th-century chess pieces, but many rather alien to modern sensibilities.

Many of the objects in the Treasury incorporate antique luxury goods. The chalice which Charles gave was an antique vase once used for libations by the worshippers of Dionysus. On the so-called "Escrin de Charlemagne", an elaborate kind of casket made for the altar of St Denis, was a magically pretty Roman intaglio. The casket was destroyed but the gem survives, with its exquisite portrait of the imperial princess Julia, beautiful despite her heavy chin. What a contrast it makes with the British Museum's rock-crystal pendant with its 9th-century engraving of the Crucifixion, another gift for St Denis.

From Washington comes the loan of Abbot Suger's extraordinary fluted chalice of sardonyx which he had set in a massive silver-gilt mount. From Cincinnati comes the other splendid piece to have escaped from France, the Taft Madonna. This is an exquisitely beautiful 13th-century ivory which we can here enjoy reunited with her attendants, two angels long ago detached to make a reliquary for Rouen cathedral.

And so we pass from object to object, almost every one laden with historic associations. Quite how much of his jeweller, Abbot Fréphème's vision, will make of this, I am not sure. For all the gleaming gold and the sparkle of gems, I felt a little too much had been asked of the objects themselves, some beautiful, some charming, such as the 11th-century chess pieces, but many rather alien to modern sensibilities. Would it not have been better to challenge a really good designer to evoke the potent aura of the ancient abbey. Even something as simple as the shadow cast by a Gothic arch would have added a touch of drama. For the Treasure is not museum fare, but sacred treasure, the vestiges of a thousand-year devotion to God and his saint.



An ivory knight: piece from an 11th century chess set

Hamlet

THEATRE ROYAL, BRISTOL

At Bristol's Theatre Royal, a portrait of King Hamlet, in a ceremonial uniform that might date from the 1960s, is draped in black and taken down from the wall before we move to the Danish battlements, where the sentries carry rifles. King Claudius wears a more up-to-date kit, including a peaked cap that might have come from Gieves. The castle, the battlements, even the burial-ground, are ingeniously invoked by Bunny Christie, using arrays of white flags indicating practical doors, that establish locations but without descriptive detail. The Ghost usually arises through a trap, and is such a setting, why not? There is little in the performances under Paul Unwin's direction, though, to suggest anything much later than the beginning of the 17th century.

Iain Glen's Prince is madder than common in the current fashion. Always a bit hysterical in his behaviour, he begins to come to when he meets the Ghost (Peter Copley), and later is positively self-conscious about it – "my wit's diseased" is accompanied by gestures around his skull. When he tells

Polonius (Bernard Gallagher, very good) that he knows him for a fishmonger, he throws his coat-tails over his shoulders, and later, when the old man is on about the players, he tries to climb up the wall. He is very rough with women; he seizes Ophelia round the throat, and throws his mother to the floor.

The general speaking of the company suggested to me that they should have spent more time on the punctuation. Hugh Ross's Claudius puts a full point in almost every line in his first scene, though he grows more expressive later. Hamlet's "And smelt so? Pah!" comes out as "And smelt so par". There are some accentuations, too, that give dubious meanings. On the credit side, Diane Fletcher is a fine Gertrude, youthful in looks and behaviour to be mother of the 30-year-old Hamlet. Bernard Gallagher sounds as if Polonius' occasional silliness is put on for effect, as in general he is witty and dignified. The grave-diggers' duo is amusingly done by Peter Copley and Paul Russell.

Ophelia is a nice steady girl in Claire Fackett's hands and steadily still after her brains have gone, singing her ditties to new tunes. James Purefoy as her brother Laertes is a steady but too hardly in need of his father's sensible, and sensibly-given, advice, and quickly won over by the King when he challenges him with a handgun.



Iain Glen: a madder than usual Hamlet

B.A. Young

Hagen Quartet

QUEEN ELIZABETH HALL

The Hagens drew attention to themselves nearly a decade ago, first by winning key competition prizes (notably Portmouth in 1982) at an impressively tender age, and then by following them up with much-raised Wigmore Hall debut concert. The group – three Hagen siblings from Austria plus the second violinist Rainer Schmidt from Germany

had created an international following, and a collection of recordings, since then; after a longish absence they returned to London on Wednesday.

It was a disconcerting recital. On the evidence presented, something seems to have gone wrong – or at any rate, not wholly right – with the Hagen developmental process. The dewy freshness and sweetness of the playing, characteristically Austrian, were

still recognisable in their Beethoven, Mozart, and Verdi; euphonious blend of tone is a group trademark (though in fast-moving figurations the leader Lukas Hagen tends to mar it ever so slightly with patches of "off" intonation).

But when the inner energies and passions of the music are consistently sighted, as they were in all three performances, euphony can come to seem suspiciously like blandness.

Beethoven (Op. 18 no. 2, in G) preceded Mozart (the "Dissonance", K465), even though the printed programme had promised us the reverse order. (Why no announcement?) The former is a work of intentionally Haydn-like wit; since the Hagens found no spring in the rhythms, no drama in harmonic change, no emotional shading in melodic accent and nuance, this robust good

humour was no more than faintly suggested. The latter is Mozart at his most sublimely unsettling, full of erotic tenebrosity expressed (as in *Così fan tutte*) in the musical language of comedy; adult music, indeed, played here as if by children.

It was bold of the Hagens to offer Verdi's E minor, his single exercise in quartet-writing, after the interval. A still grossly under-appreciated masterpiece, it requires – but also greatly rewards – champions. Not much championing here, alas: as in the Mozart, the players showed only their inexperience in re-scaling its operatic references in the terms and manners of chamber music. The performance sounded good, but meant sadly little.

Max Loppert

Rian de Waal

WIGMORE HALL

This young Dutch pianist has the expert fingers, and the easy command of the whole keyboard, to get round Leopold Godowsky's most extravagant pieces with impunity. That is uncommon, not least because it takes such a lot of hard work. Godowsky was a master-pianist revered especially by performers – the public found him impressive but chilly, who liked to write fantastic elaborations upon other composers' easy pieces, songs, studies and what-have-you. Earl Wild and the late Jorge Bolet have been among his last tenacious disciples, insisting that the formidable pianistic invention is its own reward even when his musical idiom is pure, purposeless Viennese decadent.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

He has done it all, heard it all, and will see off his critics. He hardly turned a hair when the waitress, interrupting his act with another drink, sat on his lap, stroked his hair, and turned into a be-wigged and bewitching Elton John. With no competition these days from the younger crowd the old troupers can amuse themselves, secure in the conviction that for a Wembley audience nothing beats nostalgia.

Antony Thornicroft

for woozy, deliquescent harmony). Without that, Godowsky's fantasiations are just upholstery to make them gleam, there is no substitute for a shamelessly brilliant narcissist in love with his instrument.

Besides Godowsky, de Waal's cleverly designed programme featured Schubert. Much the same comments were invited as by Godowsky song-versions. In the *Impromptus* from D. 955 there were some passages of penetrating charm, and some others which missed altogether the pianistic magic they invite; and the "Wanderer" Fantasy – not a subtle construction, for all its merits, but one plainly intended for hefty virtuoso delivery – sounded tasteful, efficient and pedestrian.

David Murray

Rod Stewart

WEMBLEY ARENA

In Peckham Rod Stewart would probably be described as a punker, a Jack-the-Lad who never quite managed to grow up to become John-the-Man. At 46 his life seems bounded by long-legged blondes, playing football with his mates, and wiggling a large bottom posturously at 12,000 unmeaning men. Yet somehow he came good at Wembley on Monday night.

The no-hos were still there, including a sickly green suit, and the crowd with soccer chants, a misty-eyed criminalism for Scotland as if he were exiled in LA against his will, and pointless streaks across the stage to

show he still has puff. It really is hard to take this seriously from a man whose hair style is older than his wife.

But at a time when most super stars only tour to plug their latest CD Rod Stewart was in a benign, nostalgic mood, looking back on over 20 years of pop achievement, and not to please. His new book is quite outstanding. He picks the worst of others well – "The first cut is the deepest" and "Some guys have all the luck" were given joyful strings, and he wrote well – the self-parodying "Do ye think I'm sexy" and "Maggie May" will stay classics – and his voice is the authentic distillation of sex

and drugs and rock and roll. Everything is forgiven as he sits in a row with the gang playing the same blues that he belted out under the bridges of Paris as a young hippie in 1963. And he can laugh at himself writing a Western song like "Mandolin wind" when just a Maxwell Hill Cowboy in 1969.

The music out-punches the image every time and watching Rod Stewart perform is to admire an old pro working an audience. You might distrust his sucker sentimental songs like his latest hit "Rhythm of My Heart" as an evocation of Scotland as haggis and sporrans, but when he gets into the bel-

ters he is incomparable. Even tossing the mike stand into the heavens is a forgivable slice of swank.

He has done it all, heard it all, and will see off his critics. He hardly turned a hair when the waitress, interrupting his act with another drink, sat on his lap, stroked his hair, and turned into a be-wigged and bewitching Elton John. With no competition these days from the younger crowd the old troupers can amuse themselves, secure in the conviction that for a Wembley audience nothing beats nostalgia.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

He has done it all, heard it all, and will see off his critics. He hardly turned a hair when the waitress, interrupting his act with another drink, sat on his lap, stroked his hair, and turned into a be-wigged and bewitching Elton John. With no competition these days from the younger crowd the old troupers can amuse themselves, secure in the conviction that for a Wembley audience nothing beats nostalgia.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before, but nobody ever attempts the whole damned thing); he preserved the essential bite even in the most densely overwritten passages – the hardest thing to bring off – and planned his contrasts well.

A few years ago I was delighted by a de Waal recording of Godowsky's "Symphonic Metamorphoses" on the evergreen Strauss waltz, "Artist's

Life and Love". On Wednesday that was much his best performance (he made one prudent cut, as before,

Friday April 5 1991

Keeping to the Basle ratios

WHEN RECESSION bites, people naturally cast about for culprits. One that is frequently mentioned is the bank capital regime which was devised two years ago by the Basle-based Bank for International Settlements.

This regime was intended to strengthen the world banking system by obliging leading banks to carry more capital for a given amount of lending. In practice, however, have blamed it for constraining the banks' ability to lend, and thereby heightening the danger of a credit crunch.

This claim has a beguiling logic to it, particularly in countries where the air is darkened by recession, like the US and the UK. Loosen the Basle regime, it is said, and the renewed flow of credit will provide the necessary oxygen to revive economic activity.

But this claim needs to be treated with some caution. There is an equal danger that what was originally intended to be a prudential measure might be corrupted into a particularly ill-suited tool of economic management.

It is not clear, to begin with, that a credit crunch exists in the sense that creditworthy companies are unable to borrow. Certainly, little evidence of such a crunch exists in Europe or the Far East. The picture is more patchy in the US, where the difficulties of particular banks or regions have hit the local availability of credit, notably in New England. In addition, one particular industry, property, finds it exceptionally difficult to borrow. But the evidence would need to be very much more convincing than at present before there was a case for even reconsidering the role of the Basle regime.

Credible tools

If the Basle capital ratios are to have any credibility as a discipline for the international banking system, they must be above manipulation by those seeking to achieve merely short term economic goals. After the worrying record of banking failures and losses in the 1980s, the efforts of those in authority should be directed towards strengthening banks, particularly when recession is adding further stresses of its

own. As the chairman of the Basle Committee said, you do not relax automobile standards in stormy weather.

One might even argue that a relaxation of the regime would be futile anyway because the financial market would still measure individual bank's ratios against the present Basle yardsticks, and would penalise those banks which were found wanting.

Improvements possible

At least, supervisors at national level might be able to use some leeway to delay full implementation of the ratios (which are being phased in by 1992). As the US Federal Reserve has shown, there are other ways of taking the pressure off banks by, for example, reducing reserve requirements.

But if no clear case for all-round relaxation exists, there is certainly scope for improving elements of the regime. In particular, as presently designed it contains an incentive for banks to lend to riskier customers. This is because it obliges banks to apply the same amount of capital to a Triple A rated blue-chip company as to a back-street business. The temptation is, therefore, for banks to seek out the higher yield available on loans to the latter class of borrower.

This bias is ironical, if not absurd, for a regime that is supposed to instil greater soundness in the banking system. A further point when the governor of the Bank of England spoke of the need for controls over mortgage lending earlier this week, he omitted to mention that the Basle regime also contains an in-built bias in favour of mortgages: loans secured on residential property require only half as much capital as commercial loans.

The members of the Basle Committee - who have been lobbying hard against calls for a relaxation of the regime - might employ their energies more profitably by addressing these anomalies. The Basle regime is bringing greater financial discipline to banking, and will ensure that international banks compete on more equal terms. But it still has its failings, even if these are different from those most people suppose.

Going abroad without tears

HOW SHOULD the government respond to the warning from the Association of British Travel Agents (Abta) that it can no longer continue to bail out failed travel firms indefinitely? With yet another failure in the travel business yesterday, the Department of Trade and Industry can hardly ignore this salvo from a trade association whose finances have already been badly hit by the recent collapse of Exchange Travel and a clutch of school tour operators. The question is whether to accept Abta's recommendation that the government should impose a levy in order to build up a fund to reimburse holidaymakers.

On the face of it Abta's solution seems ill-designed to appeal to the government. The obvious precedent is the Air Travel Trust Fund set up after the collapse of Clarksons in the mid-1970s. But that was the work of a Labour administration. Since then the political climate has changed. Many will question whether the consumer needs this degree of paternalistic protection from the government.

Consumer protection

The collapse of travel firms, unlike the failure of large banks, does not pose a systemic shock to the whole economy. If there is an argument for increased consumer protection it rests on the fiduciary nature of the travel companies' operations. In the case of Exchange Travel, for example, holidaymakers' down payments helped finance property deals that bore no relation to the purposes for which the deposits were advanced. Since the great majority of travel customers are not equipped to make an informed judgment about the finances of travel companies, discipline has to be exercised over travel firms from elsewhere. The debate turns on whether the most suitable candidates are the government, trade associations or outside insurers.

The record of the present system, in which Abta plays a key role, should not be condemned out of hand. For more than a decade and a half the consumer has enjoyed substantial protection. In the case of the biggest recent collapse,

Europe's car makers and their legion of component suppliers are tightening their seat belts as the road into the 1990s becomes uncomfortably bumpy. For half a decade the auto industry has enjoyed successive years of record car sales in western Europe. Now lean years are looming, as the profits of several key car producers plunge others collapse into loss, and the industry as a whole moves to shed jobs.

Europe's car producers desperately need the strong sales years of the second half of the 1980s to repair their battered finances, to allow some to claw their way back from technical bankruptcy, and to reduce an average debt burden.

Now margins are being squeezed again, however, just as competition threatens to reach a new pitch.

Europe could well become the main battleground of the world auto industry in the 1990s.

The European industry faces several new challenges:

- the looming arrival in force of Japanese car makers in the hitherto protected markets of Italy, France, Spain, Portugal and to a lesser extent the UK. The advent of the single European market is set to undermine the present bilateral restrictions on Japanese car imports;
- the build-up of Japanese "transplant" car production in the European Community;
- the impact of the single European market on car pricing as cross-border trade flows increase; on the harmonisation of technical standards; and on the future of the present exclusive franchised dealer system. (The motor industry's present 10-year so-called "block exemption", which protects the exclusive franchise system, runs out in 1990);
- the opening up of eastern European markets against a background of mounting political uncertainty;
- the tightening of environmental regulations with tough and costly demands for lowering exhaust emissions and expected regulation later in the decade for improved fuel economy and the recycling of old cars.

New car sales in western Europe fell by only 1.5 per cent last year to 13.25m from the record 13.47m achieved in 1989. Sales trends in different markets have diverged sharply, however, with demand plunging in the UK and Spain and sales in Germany climbing to new heights.

And in the auto industry, when profits fall, the drop can be precipitous - even with relatively small declines in sales and production volumes. Renault, the French state-owned car maker in which Volvo of Sweden has recently taken a 20 per cent stake, suffered an 87 per cent drop in net income last year on a 6.2 per cent fall in turnover.

The French group can, however, hardly look to Volvo, with which it recently formed a far-reaching alliance, for financial salvation.

The Swedish car maker is among the European industry's other notable financial casualties after falling into loss last year for the first time for nearly 50 years.

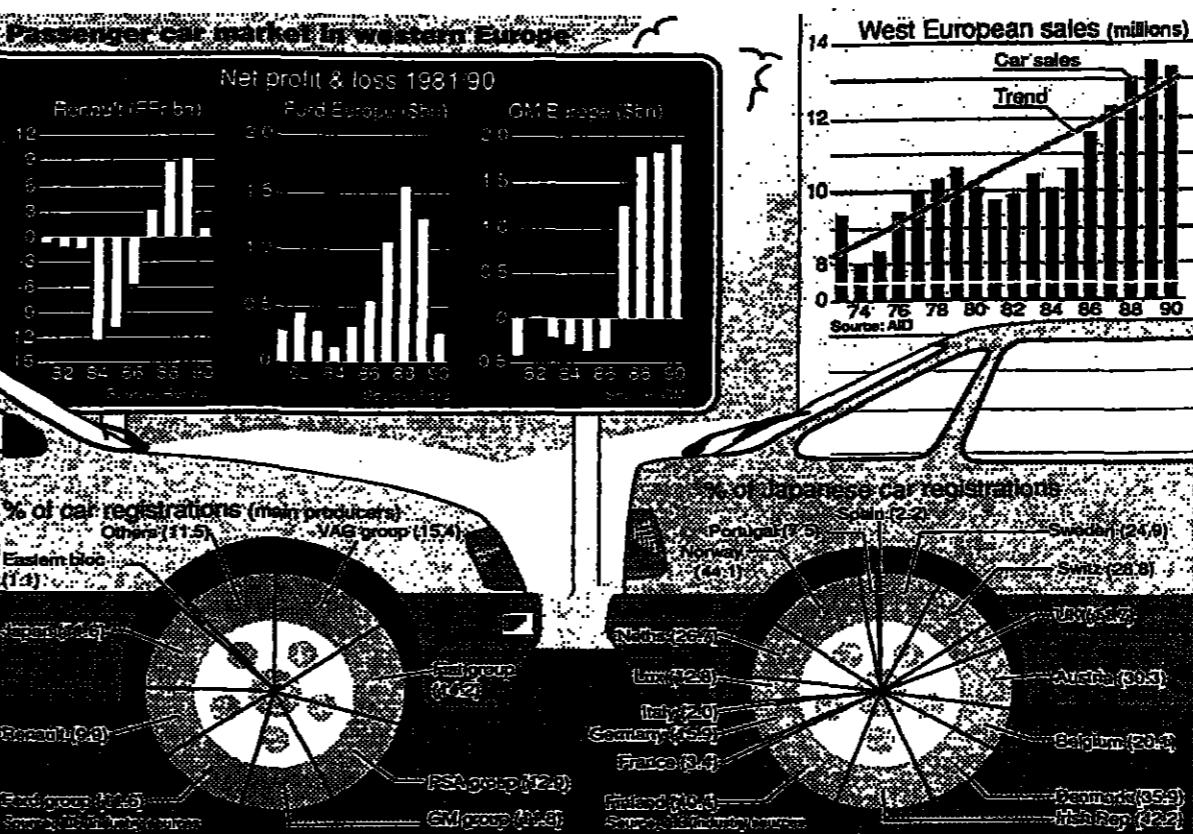
Among the big six volume car makers in Europe Ford also suffered a harsh financial set-back in 1990 with its second worst result in 10 years. The net profits of its European operations fell last year by 79.5 per cent to \$233m from \$1.25bn in 1989, with a record \$1.56bn in 1988.

Ford blames the sharp deterioration in part on the impact of industrial unrest, higher product development costs, and the heavy impact of the rising losses suffered by Jaguar, the UK luxury car maker it took over ambitiously and expensively for \$1.88bn at the end of 1989.

Just as importantly, however, Ford's recent European financial performance reflects the uneven impact of diverging new car sales trends across 17 western European markets last year. Profits were particularly hard hit by falling sales volumes in

The sorry state of the US auto industry should serve as a warning to European manufacturers, says Kevin Done

Europe gears up for car wars



the UK, its biggest single European market, where it is also the market leader.

The UK is currently one of the weakest markets in Europe with sales falling by 12.7 per cent last year and by a further 23 per cent in the first two months of 1991. As demand plunged, marketing costs rose rapidly with fierce competition for each sale prompting a war in discounts, cheap finance deals and other special promotions.

In sharp contrast with the UK - and with Spain - new car sales in Germany have been extremely buoyant, reflecting the economic boost provided by German unification. This has hugely benefited the main players in the market, Volkswagen and General Motors (GM) market their cars under the Opel badge in continental Europe and as Vauxhall in the UK.

New car sales in western Germany in the first two months of this year were 30.1 per cent higher than a year ago, while estimates for the whole of Germany suggest that new car sales were fully 50.5 per cent higher than in West Germany alone a year earlier.

Most other European car markets are in decline. In the first two months of this year sales fell in 14 of 17 western European markets compared with the corresponding period a year ago and were higher in only Germany, Austria and the Netherlands.

While Fiat, Renault, Peugeot and Ford have been forced to resort to idling assembly plants in order to reduce production, Volkswagen and GM have been working at full capacity at many of their assembly plants

across Europe to meet the unprecedented level of demand in Germany.

In contrast to Ford with its UK woes, General Motors' exposure to the huge sales growth in Germany helped it to achieve record net profits in Europe last year at \$1.915bn - even after swallowing its share of the vast losses at Saab. In the process it ousted its arch US rival from fourth place in the European sales league.

With the unified German market currently accounting for nearly three

inroads. In the first two months of this year its share of the Italian market tumbled to 47.4 per cent from 54.5 per cent a year ago and 58.9 per cent two years ago.

Not surprisingly Fiat was the first European volume car maker to resort to laying off tens of thousands of workers last autumn and several of its Italian car plants have only been working three weeks in four for the last seven months.

Just as ominously for Fiat it has hardly begun to be exposed yet to Japanese competition in its home market, where Japanese car imports have been limited hitherto to tiny volumes.

The vexed issue of Japanese car sales is probably the most sensitive unresolved question still facing the EC in the run-up to the creation of the single market from 1993.

At present the pattern of competition across European car markets is greatly distorted by the limits on Japanese car sales set in four of the five main volume car markets in Europe - France, Italy, Spain and the UK - as well as in Portugal.

The European Commission's task in hammering out an agreed position among member governments on Japanese car sales has been bedevilled until recently by disunity among European car makers themselves.

The industry has now succeeded, however, in isolating Mr Jacques Calvet, chief executive of Peugeot of France and the most hard-line opponent of the Japanese car industry in Europe in order finally to put forward a united front in Brussels.

Europe could well become the main battleground for the world vehicle industry in the 1990s

Official improvements

Finances stretched

The problems have arisen against a difficult economic background, partly because there are no comparable insurance bonding arrangements for rail, road and sea travel to those imposed by the Civil Aviation Authority in air travel:

the financial calls that Abta is now making on its members relate to non-sir holidays. The organisation has provided guarantees, but has been unable adequately to police its near 3,000 membership.

And when it comes to meeting the cost of future failures there is a fundamental conflict of interest within the membership.

Eight large firms account for some two-thirds of holidays sold, while the rest of the business consists of small firms whose finances have been badly stretched in the recent downturn. Note, too, that the bankrupts relate to tour operators, not to travel agents.

Meanwhile, I hear the opening hours of the department's Companies House search rooms in Cardiff, Edinburgh and London have been extended to 9 am to 5 pm, instead of 9.30am to 4.30pm.

Researchers are going to need those extra half hours at each end of the day. The microfiched company files will now take up to two hours to arrive instead of one. And last orders have to be in by 3 pm, instead of 3.15pm.

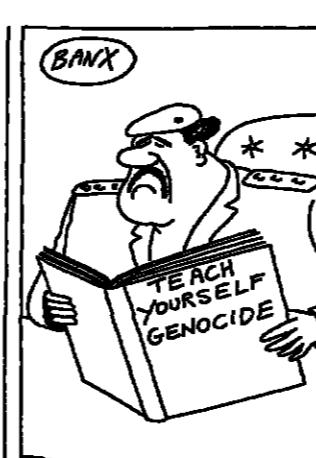
Might we have a word, minister?

Dog sense

At last a bit of sense has emerged to counter the fears over steering burglar alarms which have been a headache for companies and householders by the million into installing high-tech alarms.

The sense-provider is the Federal Criminal Office of Germany where property-owners are following the fearful fashion to the tune of spending \$3m-plus a year on electronic security systems and such. The main result, as in other countries, is that the police are plagued to

OBSERVER



affairs through membership of the Groupe Consultatif since 1981.

His own actuarial hero is the Pru's late Frank Redington, who once said "an actuary is only an actuary, is not an actuary." Think about it.

Exodus

The steady trickle of managers from the upper echelons of the Prudential, following last year's shake-up, continues apace. Peter Clark, a 44-year-old deputy actuary, is the latest man from the Pru to look for pastures new.

Having been passed over for the chief actuary's job in favour of a man from the investment side, Peter Nowell - Clark has snapped up by Sun Life, where he will also sit on the board in addition to being the appointed actuary. Peter Grant, Sun Life's chairman, sees the move as quite a coup.

The Pru has had a few hiccups, but none of them were actuarial, says Grant, who regards the insurance giant as a good training stable. In addition to being an important figure in the Institute of Actuaries, Clark has played an important behind-the-scenes role in European insurance

Lady vanishes

Metals analysts seem to be a vanishing breed. The latest to be shaken out of the City is Rhona O'Connell, one of the best-known and highly-rated

observers of the precious metals markets.

She and colleague Nell Buxton, who specialises in base metals, have left the London team of Shearson Lehman Brothers, the American Express subsidiary. The reason is evidently that in this cost-conscious age, neither the commodities nor the equities divisions were willing to pay for fundamental metals research any more.

O'Connell built her reputation initially with Consolidated Gold Fields where she helped prepare the annual book which became the gold market's statistical bible. There followed 12 years at the Rudolf Wolff commodities broking house and a short stay at brokers James Capel before she joined Shearson in January 1987.

At least she lasted longer than her successor at Wolff, John Harris. He fell victim to the minimal metal-market activity last month.

Over a bit

Thank goodness BICC's Balfour Beatty is not digging the Channel Tunnel on its own. One hates to think where it might have surfaced judging by the hazy geography in its latest annual report. Included in a catalogue of last year's achievements is the Five Acre Square development in Houndsditch, "West London".

As any street-wise Cockney would know, Houndsditch is in east London.

Just an unfortunate and embarrassing error on our part," admits BICC.

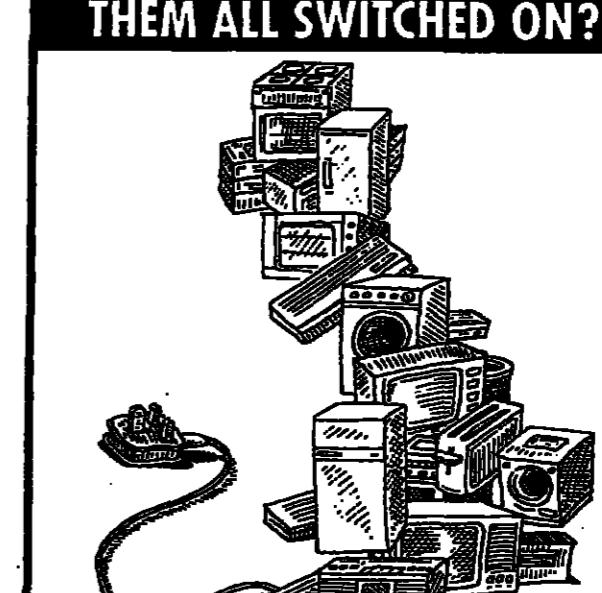
No wonder there are cost over-runs if mistakes like that get onto the drawing board.

Poverty trap

A man walks into a Swiss bank and quietly asks the teller, "Can I open an account with a million dollars?"

"Certainly," the teller replies. "But there's no need to whisper. Poverty isn't a crime, you know."

HOW CAN WE KEEP THEM ALL SWITCHED ON?



The richer countries have an insatiable demand for appliances that run on electricity - everything from televisions to vacuum cleaners.

We all like our creature comforts. So many tasks are made easier by power. But increasing our use of electricity adds to the demands we make on our reserves of fossil fuels.

Burning fossil fuels contributes to atmospheric pollution and the greenhouse effect.

And fossil fuels are needed for more than the electricity they produce - to manufacture drugs, fertilisers, plastics and chemicals.

Nuclear power can offer an almost limitless source of energy. Already in Britain there is enough uranium to meet all our electricity needs for the next 500 years.

If you would like to know more about nuclear energy, please send for our information pack.

Tel: 0272 244750 for a free information pack.

Or write to The British Nuclear Forum, 22 Buckingham Gate, London SW1 6LE.

Name _____

Address _____

Postcode _____

BRITISH NUCLEAR FORUM

The voice of Britain's Nuclear Power Industry.

In Iraq yesterday, the regime of President Saddam Hussein consolidated its brutal grip on the Kurdish people. In Burma, the Karen minority, scarcely less deserving than the Kurds of international support, sought to stem an offensive by troops commanded by a government scarcely less appalling than that of Saddam Hussein. In Cambodia, forces of the notorious Khmer Rouge, armed by China, fought government troops equipped by the unrefined communist government of Vietnam. And in Peking, Mr Douglas Hurd, the British foreign secretary, sat down for talks on the handing over of Hong Kong with Chinese leaders who were responsible for the massacre less than two years ago of pro-democracy demonstrators in Tiananmen Square.

These four examples, all of which continue to outrage different sections of international opinion, illustrate well the practical limitations imposed by governments on the rights of others to interfere in their internal affairs. For much of the time the United Nations has little to say about these and dozens of other similar examples of human rights abuses and, accordingly, even less to do.

For nearly two decades Mr Saddam Hussein, first as vice-president and then, as leader of Iraq, has done very much as he wished with the people of that country without a hint of international or UN intervention. Twice in that time he terrorised those Kurds fighting for autonomy, lately with chemical weapons. From there being talk of sanctions, western complices continued to seek business in Baghdad, just as they are doing today in Rangoon and Peking.

But Iraq's invasion of Kuwait changed all that and in the process has left people and governments impressed by the display of US-led international military power and frustrated by its obvious limitations. During the past week, as the Kurdish people have fled before Saddam's onslaught, the limitations have seemed temporarily to obscure the earlier achievements.

The triumph of removing Iraq from Kuwait at such limited cost to allied lives has been soured by the sight of Saddam Hussein again securing his grip on the country. Those who wanted sanctions to be given longer and publicly opposed a war to liberate Kuwait now find themselves uncomfortably close to advocating direct military intervention in Iraq in order to save the Kurds. They face, too, the unpalatable fact that the one,

Little help for the oppressed

Onslaughts against the Kurds show the limits of international authority, says Roger Matthews



Kurds near the border with Turkey flee Saddam's forces

perhaps only, sure way of eliminating Saddam Hussein's regime is by occupying Baghdad. The argument has yet to be seriously promoted.

President George Bush obviously believes, whatever his personal preferences, that American public opinion would not accept further military loss by its obvious limitations. During the past week, as the Kurdish people have fled before Saddam's onslaught, the limitations have seemed temporarily to obscure the earlier achievements.

The triumph of removing Iraq from Kuwait at such limited cost to allied lives has been soured by the sight of Saddam Hussein again securing his grip on the country. Those who wanted sanctions to be given longer and publicly opposed a war to liberate Kuwait now find themselves uncomfortably close to advocating direct military intervention in Iraq in order to save the Kurds. They face, too, the unpalatable fact that the one,

ton, which is blamed more than any other power for the plight of the Palestinians fighting to emerge from Israeli occupation and denied self-determination. In the region only Iran, conveniently forgetting about glasshouses and stones, has spoken out on the issue and then more to castigate Mr Saddam than to support the Kurds.

But, however deep the western frustration at being unable to aid the Kurds effectively, it remains one segment of a wider picture in which the anti-Saddam alliance ultimately holds the key to the future of the regime and thus the 17m-Iraqi people.

The continuing strength of that alliance was again demonstrated on Wednesday with the adoption of UN Security Council Resolution 687, the longest and most detailed in the history of the organisation. In setting the terms for a permanent ceasefire in the Gulf, it imposed such tough conditions on Iraq that the country will

not be able to begin rebuilding until the international community is willing to relax the economic vice in which Baghdad is held. In the words of Sir David Hannay, the British UN representative, "it will prove impossible for Iraq to rejoin the community of civilised nations while Saddam Hussein remains in power".

What happens in the interim is sure to be unpredictable from a western humanitarian perspective. It has to be remembered that Iraq's infrastructure was heavily bombed for several weeks by allied aircraft. The big cities and much of the countryside are still substantially without electricity and often without water, water and main drainage. Food supplies have been disrupted and there are continuing fuel shortages. The recent fighting in the north-east and in the southern towns has caused more damage and further reduced local government effectiveness.

Even with large amounts of humanitarian aid, it would seem from outside the country that such widespread deprivation and personal suffering will eventually bring the downfall of the regime. Yet some of the factors which argue against foreign military intervention in Iraq are also the ones which bolster Mr Saddam's grip on power.

Throughout the eight years of war with Iran what appears most to have stiffened Iraqi resolve in the face of repeated offensives was not affection for Mr Saddam but fear of the alternatives. The same sentiment holds today. The people of Baghdad have never supported a regime dominated by Shi'ite fundamentalists from the south or heavily diluted by Kurdish autonomy or government in the north east. There is a perverse logic which argues that Saddam Hussein will only be brought down from within his own citadel and then only when the conditions within the country allow for a transfer of power which does not simultaneously threaten his successors' own chance of establishing their authority.

One of the most intractable problems in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

be unable to begin rebuilding until the international community is willing to relax the economic vice in which Baghdad is held. In the words of Sir David Hannay, the British UN representative, "it will prove impossible for Iraq to rejoin the community of civilised nations while Saddam Hussein remains in power".

What happens in the interim is sure to be unpredictable from a western humanitarian perspective. It has to be remembered that Iraq's infrastructure was heavily bombed for several weeks by allied aircraft. The big cities and much of the countryside are still substantially without electricity and often without water, water and main drainage. Food supplies have been disrupted and there are continuing fuel shortages. The recent fighting in the north-east and in the southern towns has caused more damage and further reduced local government effectiveness.

Even with large amounts of humanitarian aid, it would seem from outside the country that such widespread deprivation and personal suffering will eventually bring the downfall of the regime. Yet some of the factors which argue against foreign military intervention in Iraq are also the ones which bolster Mr Saddam's grip on power.

Throughout the eight years of war with Iran what appears most to have stiffened Iraqi resolve in the face of repeated offensives was not affection for Mr Saddam but fear of the alternatives. The same sentiment holds today. The people of Baghdad have never supported a regime dominated by Shi'ite fundamentalists from the south or heavily diluted by Kurdish autonomy or government in the north east. There is a perverse logic which argues that Saddam Hussein will only be brought down from within his own citadel and then only when the conditions within the country allow for a transfer of power which does not simultaneously threaten his successors' own chance of establishing their authority.

One of the most intractable problems in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non-dissimilar regimes must hope that the UN will do even half as much for them.

It is the most intractable problem in the post-colonial Middle East is that of burying the notion that the authors of the region's problems retain a long-term responsibility for their resolution. Mr Saddam was a Middle East and world problem: he is now reduced solely to an Iraqi dimension and will be kept there by the will of the international community. Eventually Iraqis will rid themselves of him. Many hundreds of millions of people around the world living under non

POWER THAT PAYS

Perkins

Diesel engines from 5-1500 bhp.

Perkins Group Headquarters Tel: 0733 67474.

FINANCIAL TIMES

Friday April 5 1991



NEWPORT
A TOWN TRANSFORMED

Bonn puts DM400bn cost on eastern restructuring

GERMANY'S Trentham agency, which supervises state-owned enterprise in the east, will need about DM400bn between now and the year 2000 if it is to give priority to restructuring rather than closing ailing companies, the Bonn Finance Ministry said yesterday, writes David Goodhart in Bonn.

This emerged as Chancellor Helmut Kohl announced plans to visit Erfurt in east Germany on Sunday - his first visit since December's general election.

The chancellor's popularity

in the east has plummeted as unemployment in the area has risen and he has been under political pressure for weeks to meet his accusers face to face. His visit was announced on the day figures were released showing that the unemployment rate in east Germany had risen to about 9.2 per cent in March. There was a fall to 5.8 per cent in the west German rate for the same month.

Despite the sharp drop in support in east Germany for the centre-right coalition, however, most opinion polls put the coalition ahead of the

opposition Social Democrats, still struggling after their crushing election defeat. The DM400bn cost of restructuring east German companies projected by the Finance Ministry in Bonn is only a rough guide and does not take account of income from the sale of land and companies, according to officials.

It came in an internal report, written by Mr Horst Köhler, the state secretary, before the assassination on Monday night of Mr Detlev Rohwedder, the Trentham chief, and was confirmed by

the Bonn ministry.

The Trentham has so far

sold nearly 1,000 of the 8,000

larger companies under its

control and 25,000 shops and

other service outlets, but pri-

vatization has proved much

more difficult than originally envisaged.

As well as paying for, or

guaranteeing new investment,

the Trentham will have to con-

tinue carrying east Germany's

DM100bn of corporate debt

and will now have to make

payments to redundant work-

ers.

Unemployment in east Ger-

many

rose

in March by 21,000,

and the number of

workers on short-time touched

2m, about one quarter of

whom are in effect unem-

ployed.

Meanwhile, the economy in

west Germany continues to

generate jobs, many of them

filled by commuting east Ger-

mans. However the February

industrial production figures

for west Germany show a

seasonally-adjusted 2.5 per cent

drop on the previous month

reflecting largely a 23 per cent

drop in the building sector

caused by the cold snap.

WPP's \$1bn-plus rescue

package is a mirror image of

the Saatchi & Saatchi deal.

Saatchi's ordinary sharehold-

ers suffered atrocious dilution

and were asked to put up extra

cash. WPP's reconstruction is

a pure banking deal, leaving the

equity base untouched. It is a

most point which set of share-

holders ends up better off.

The first eyebrow-raising

part of the deal is the fees

totalled up to \$20m, or a quar-

ter of WPP's present market

value. On top of that, the com-

pany has to pay 2 percentage

points over Libor on its debt,

with interest cover rising

from 2.0 to 2.8 times and

foreign all access to the profits

of its operating subsidiaries

until debt has been sufficiently

reduced. Something over \$400m

must be repaid by June 1993

and another \$600m by 1997.

Preference dividends will not

be paid until June 1993 at the

earliest, by which time there

will be a backlog of \$25m to

clear off. Add in some \$20m a

year for cash earn-out commit-

ments and ordinary sharehold-

ers may well ask themselves

whether they will see any divi-

dends this side of the millen-

ium.

In such circumstances, the

shares are impossible to value.

The state of current trading is

of relevance only to the banks.

An attempt might be made to

derive a present value for

future revenues in the Euro-

tunnel muddle but the uncer-

tainties surrounding WPP's

future make Eurotunnel's valua-

tion look positively scientific.

Since the market began to real-

ise a month ago that WPP was

not going bust after all, the

shares have outperformed a

rising market by 170 per cent.

Where they go from here can

be of interest only to the spe-

cialist.

THE LEX COLUMN
The banks take care of WPP

regret over-paying in the first place, NatWest is unlikely to be thinking seriously about a disposal. The market for US banks stocks is fast picking up and Bancorp could conceivably be making steady profits by the second half of this year. A UK director has just been installed to run the bank. To sell anywhere near the bottom of the cycle would open Lord Alexander to the very criticism he is implicitly making about NatWest's previous management.

Oil sector

As the FTSE moved to its all-time high this week, the oil sector was falling in absolute terms. Having trailed the market since the end of the Gulf war, it now stands at its lowest relative yield since the early 1980s. Among individual shares, Enterprise has underperformed in that period by 20 per cent. Ultramar is off a three-year yield relative low and its historic p/e stands at a 21 per cent discount to the market.

On the face of it, the explanations are clear enough. Oil shares are less highly geared to the more cyclical sectors. The longer-term outlook for crude prices may be on balance favourable, but there is unlikely to be any upward movement this quarter from the current \$18 per barrel. The exploration companies remain unattractive as asset plays. Even at their depressed levels, shares in the sector are not so far out of their recent trading ranges as to be obviously cheap.

But it may be that in concentrating on the economic cycle, the market has under-estimated the effect on oil company earnings of the rise in the dollar. BP, for example, will enjoy a welcome increase in its cash flow and will not be alone in finding it much easier to deliver real dividend growth. Demand for oil has yet to be affected by higher prices in local currencies. Last month's Opec meeting allowed Saudi Arabia and Iran to lay the ground for further co-operation in June. The few completed asset sales have implied steady values.

This scarcely makes a case for a bull run, more an argument that the under-performance may have gone too far. If the FTSE loses momentum, the sector will bounce anyway. Before then, investors with a medium-term horizon will doubtless be thinking about increasing their weightings.

By William Dullforce in Geneva

GERMAN experience in integrating eastern Germany offers a salutary lesson for reforming countries in eastern Europe, the United Nations Economic Commission for Europe (ECE) says in its annual survey published today.

The rapid collapse of the centrally-planned economy of the former German Democratic Republic in the face of market forces, despite huge financial support from Bonn, has raised serious caution about the "big bang" approach to economic restructuring, says the ECE secretariat.

Reconstructing the east German economy will take much longer than envisaged after the collapse of the Berlin Wall, will preoccupy German policy-makers for several years and will be an important influence on economic developments in the rest of Europe.

The secretariat, which has monitored economic developments in the Soviet Union and east Europe for more than 40 years, recognises that the incorporation of the GDR into a united Germany is unique and could not be replicated elsewhere.

It points out that several approaches to converting centrally planned to market economies have emerged in east Europe against a background of deepening recession.

Output of all goods excluding services fell on average by 11 per cent in east Europe and 1990 was the worst year for agriculture in a decade.

ECE economists forecast a big rise in unemployment throughout the region in 1991. However, they emphasise the need for the tough measures introduced by some east European

countries to control accelerating inflation and limit budget deficits.

The number of jobless is expected to exceed 8m in east Europe this year and reach 5.3m in the Soviet Union. Unemployment rates could range from about 4 per cent in Romania and the Soviet Union to 15 per cent in east Germany.

Falls in national output were much greater than expected and shared the following general pattern:

- The old command systems of the centrally planned economies collapsed much faster than anticipated.

- The Comecon trading and payments system which linked the Soviet to the east European economies disintegrated.

- Energy supplies were disrupted; Soviet deliveries to eastern Europe were more than 20 per cent lower than agreed.

- Gross fixed investment fell on average by 14 per cent in east Europe and 4 per cent in the Soviet Union.

- It became increasingly difficult to obtain new commercial credit from the west.

The ECE highlights the hesitancy of western private investors and the dramatic reduction in commercial bank lending to eastern Europe last year.

Lending by banks reporting to the Bank for International Settlements fell by nearly \$7bn in the first nine months of 1990 compared with a rise of \$3.3bn in 1989.

Between October 1989 and January 1991, the number of foreign investments registered in east Europe and the Soviet Union rose from 2,900 to 16,700.

But the amounts were very small, averaging only \$500,000 per joint venture.

The report says there is a coherent framework of policies and targets in Hungary, whereas the deterioration in the Soviet Union, Bulgaria and Romania "reflects a loss of central control and



Thin line: unemployed East Berliners wait to register in Marzahn district

the absence of coherent alternatives".

The ECE secretariat finds the most encouraging developments in Hungary and Poland.

It cites "scattered evidence" of the growing role of the private sector in Hungary,

It adds that, in Poland, output (gross value added) grew by 17 per cent in the private manufacturing sector.

Economic Survey of Europe, 1990-91, final report available in May, \$30 from Sales Section, Palais des Nations, CH-1211 Geneva 10, or from UN shops.

Japanese trade union leaders agree to lower wage increases

By Robert Thomson in Tokyo

JAPANESE trade union officials, now concluding the annual spring ritual of wage bargaining, have apparently accepted the arguments of employer representatives that increases must be lower this year because economic growth has slowed.

In negotiations that will set wages for most Japanese workers, leading industries have offered increases of about 5.6 per cent down from last year's 5.94 per cent, and indicated that they are willing to negotiate a 2 per cent annual working hour. The government had feared that a large wage rise from the "spring offensive" would add to inflationary pressures. However, a Finance Ministry official said the increase, expected to be 5.5 per cent on an all-industry calculation, is reasonable and likely to have a limited impact on prices.

The bargaining is not finished and Japanese railway workers yesterday gave their annual notice of an intended

strike. Yet the ritual is in its final days and leading unions have indicated satisfaction, despite earlier demands for increases of 8 per cent or more.

Negotiations are on schedule and the precedents set by steel, electrical appliance, power and motor companies will apply to most workers.

Steel companies have formally offered 4.33 per cent, electrical appliance makers an average of 5.55 per cent, and power utilities about 5.6 per cent. Unions at Nippon Telegraph and Telephone (NTT) yesterday accepted a 6.08 per cent increase and cancelled a planned strike.

The decline in wage awards for the first time in four years is seen as a victory for companies, which are expecting a fall in profits this year. The decline comes despite a labour shortage, highlighted by the highest ratio of vacancies to job seekers, 145 to 100, for 17 years.

But the outcome of the negotiations reflects the increasing</p

FINANCIAL TIMES
COMPANIES & MARKETS

© THE FINANCIAL TIMES LIMITED 1991

Friday April 5 1991

INSIDE**US insurer to cut workforce by 25%**

USF&G, the troubled US insurance group, has announced plans to cut its 11,800 strong workforce by around a quarter. The Baltimore-based insurer yesterday also revealed intentions to restructure its operations so that commercial and personal insurance lines become discrete businesses with independent profit centres. USF&G reported a \$580m loss last year and cut its dividend from 25 cents a share to 5 cents. Page 18

Tomorrow and tomorrow ...
A business consortium known as the Atlantia group is negotiating with the Icelandic government, the country's National Power company and local authorities to build a 210,000-tonnes-a-year aluminium smelter. The project has been anxiously awaited in Iceland as it could mean a significant boost to the country's economy. But agreement has been fraught with delay and the original time-table has been adjusted more than four times already. Page 30

Irish Sugar and spice

The imminent stock market listing of the Irish Sugar Company, a state-run concern since the 1930s, kicks off the Dublin government's carefully constructed privatisation programme. Having confronted financial ruin only five years ago, Irish Sugar has staged a remarkable turnaround, largely due to heavy government investment. Chris Comerford, group chief executive (above), says the public perception of the group has changed: it is now looked on as "a solid, efficient enterprise" that has aspirations to expand overseas into a "broadly-based agribusiness". Kieran Cooke reports. Page 22

Fancy footwork for Scholl

Scholl, the personal and foot care products group, reported a small fall in profits last year after implementing a major restructuring programme. Following a number of disposals, turnover was almost halved to £145.75m (£259.4m) and pre-tax profits dipped to £14.18m from £15.91m. Neil Franchon, chief executive, said that last year's performance reflected its success in penetrating certain markets and in developing new products. Page 23

Neat-to cheese and yoghurt

Perrier, the French mineral water group, is selling two dairy products subsidiaries - cheese producer Valmont and yoghurt group Jean-Jacques - to Besnier, the leading French dairy group. No price has been announced for the sale. Besnier, a family-owned group with sales estimated at FF20bn (£5.25bn) last year, is already a leading name in French butter and milk markets, and dominates the camembert cheese market. This acquisition will strengthen its blue cheese sector. Page 18

Market Statistics

Bank lending rates	88	London traded options	21	
Banknote Govt bonds	88	London tradit options	21	
FT-4 Indices	21	Managed fund services	34-37	
FT 1st bond svcs	21	Money markets	38	
Financial futures	28	New int bond issues	21	
Foreign exchanges	28	World commodity prices	38	
London recent issues	21	World stock mkt indices	38	
London share service	31-32	UK dividends announced	22	

Companies in this section

AT&T	18	Ikeda Bussan	18
Airbus New European	24	Ipeco	24
Altair Aluminum	24	Jonan Shinkin Bank	16
American Express	22	Kværner	17
Anglo Pacific	22	Midland Bank	22
Aspac Fisheries	18	Mitel	18
Australian Airlines	17	Molson	18
Baird (William)	18	Motor	22
Baird (William A)	18	Oliver	22
Banque	22	PHK International	22
Barclays	22	Peribas	16
Barber Cox	18	Perrier	18
CNBC	18	Polet	17
CSR	18	Rashid Hussain	17
Campbell Soup	22	School	22
Co-op Bank	22	South Wales Elect	24
Cooper (Frederick)	18	Suzuki Motors	17
Corporation of Marca	18	T&S Stores	22
Deficit Kango Bank	18	TT Group	22
Dixons Estates	22	Tan Chong Motor	17
Elys (Wimbledon)	22	Tau	22
Estates & General	22	UBA	18
GRSA	18	USF&G	18
GNK	18	USX	18
HSBC	18	Valeo	22
IBM	22	Welsh Water	24

Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFr)	
Refined	85.5 +	85. Crude Urea (G)	875 + 13
Refined	82.0 +	82. On Decked	730 + 111
Refined	12.0 +	12. Locations	460.5 + 152
Refined	411 -	9. Petrol	615 - 19
Refined	10.0 -	10. Gasoline	530 - 21
Refined	10.0 -	10. Alcan Alk.	530 - 21
Refined	60.0 -	30. Encircle Co	502 - 10
PARIS (FFr)		TOKYO (Yen)	
Alkales	715. +	12. Petrol	1200 + 170
Alkales	715. +	12. Gasoline	700 + 75
Alkales	152.0 +	12. Encircle Co	770 + 100
Alkales	152.0 +	12. Petrol	770 + 100
Alkales	23.0 -	14. Gas	1000 - 100
Alkales	23.0 -	14. Chrysco	3300 - 200
Alkales	30.0 -	14. Nitro Gas	1000 - 200
New York prices as at 12.30pm			
London (Pounds)		Stanley Lots	150 + 10
Steel - Plates	121 +	Tin	722 + 11
Steel - Plates	100 +	WPC	100 + 23
Steel - Plates	100 +	Padle	100 + 23
Steel - Plates	74 +	ADT	82 - 5
Steel - Plates	50.0 +	OTC	82 - 5
Steel - Plates	50.0 +	SEB Always	100 - 5
Steel - Plates	47.0 +	Estadom	85 - 10
Steel - Plates	72 +	Tranchester	85 - 11
Steel - Plates	62.0 +	Worke	18 - 3
Steel - Plates	30.0 +	Worke	18 - 3
Steel - Plates	30.0 +	Worke	22 - 9
Steel - Plates	30.0 +	Worke	22 - 9

NYSE firms reverse into loss

By Patrick Harverson in New York

THE US securities industry last year suffered its worst 12 months since 1973, according to figures released by the New York Stock Exchange yesterday.

The NYSE's full report on member firms showed that the 333 securities companies who conduct business on the stock market suffered their first loss in 17 years.

The exchange said its member firms lost \$108m before tax last year on revenues of \$34bn. In 1989 they made a \$1.2bn profit on revenues of \$38.5bn. In the fourth quarter of 1990, specialists made a profit of \$16m.

Several factors pushed down earnings and revenues in 1990. Trading volume on the stock exchange fell sharply during the year. Investors shied away from equities, frightened by falling stock values, and growing economic uncertainty. High US interest rates also meant that cash, bonds and other forms of

sources, including trading, interest and commission. Only the "specialists" made a profit. These are the marketmakers who initiate share trades on the floor of the exchange. They have a much smaller cost base than the big broker houses.

Specialists reported net income of \$1m for 1990 on revenues of \$284m. However, this was still well down on the \$32m profit earned in 1989. In the fourth quarter of 1990, specialists made a profit of \$16m.

Several factors pushed down earnings and revenues in 1990. Trading volume on the stock exchange fell sharply during the year. Investors shied away from equities, frightened by falling stock values, and growing economic uncertainty. High US interest rates also meant that cash, bonds and other forms of

assets were more attractive than stocks.

The fall in turnover dealt a blow to income from underwriting and broking, which declined dramatically. There was a similar fall in other, once profitable, lines of business. Investment banking income fell as mergers and acquisitions, leveraged buy-out financing, and new share and bond issues, business fell sharply and, in some cases, almost disappeared.

Securities houses also underwent significant restructuring last year which made the earnings picture look worse.

This year, however, the industry is already looking better. Trading volume on the stock market has risen as investors turn to equities, encouraged by lower interest rates and hopes of a quick recovery from recession.

In the sea - tankers and oil rigs. In the skies - aircraft and higher still, satellites.

No client has a financing requirement too big or too complex for our expertise. For over a decade, we've been acknowledged leaders in structuring and completing large value transactions.

Client requirements do not comply to a set formula. But then we're not in the business of offering uniform solutions.

Our teams of specialists, including our syndication unit, are experienced in all relevant

**WE HAVE
LEASED
BILLIONS
TO
HUNDREDS.**

financial fields. They develop a unique structure for every transaction. With entrepreneurial skill.

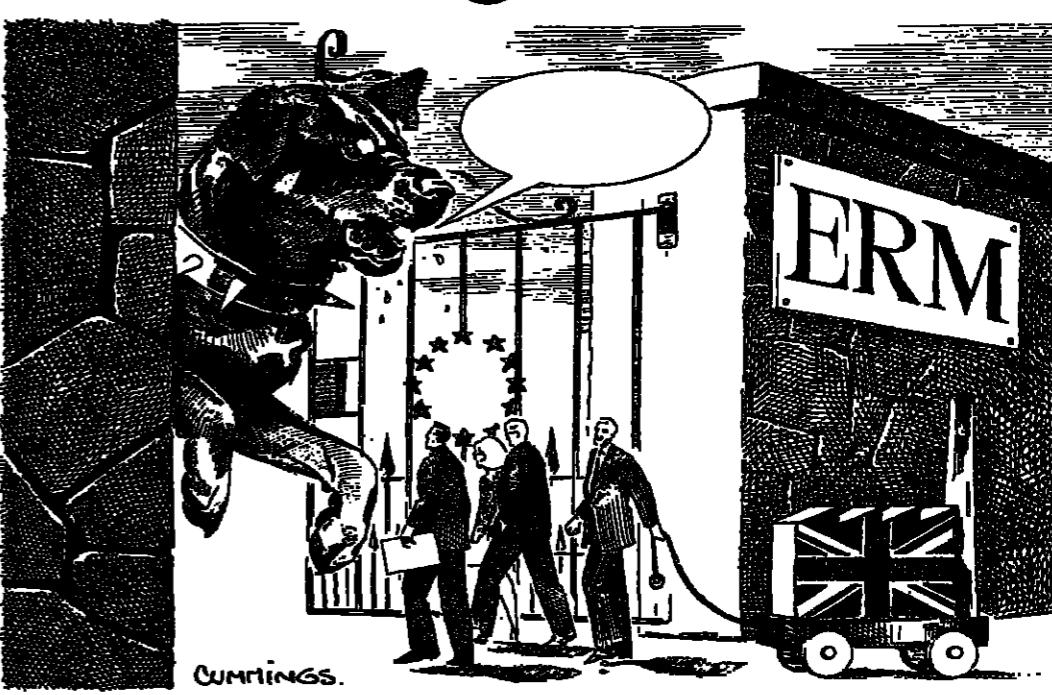
A skill that last year alone helped us complete, amongst many others, four major leases totalling in excess of £1 billion, including the largest lease ever written in the UK.

If you want advice based on experience, speak to Chris Booyer, Director of our Business Projects Centre, on (071) 638 6101.

**BARCLAYS
MERCANTILE
Business Finance**

Charles Leadbeater reports on industry's reaction to UK entry

ERM - waiting for the dog to bark



cent movement in exchange rates can still wipe out your profit margins on export business.

The implication is that industry will only really knuckle down when the UK moves to the narrow band which allows a fluctuation of 2.25 per cent. Many expect that before that, sterling will be realigned. "We certainly expect a realignment at some stage before we get into the narrow band," says Mr Michael Garner, finance director of TI, the engineering group. "We are still hedging on cross-border deals because exchange rates within Europe can still move some distance."

Although the disciplines of ERM membership have proved to be fairly gentle in the short run, there seems to be a growing awareness among manufacturers that there is no turning back. Only a handful dare suggest that Britain should retain the option of pulling out. Most believe that, having entered the ERM pool at the warm, shallow end, Britain is about to be dragged into colder, deeper and altogether more treacherous waters. It is only once the recession is over that the ERM discipline will come into its own.

"The real test is whether we can get inflation down through a recession," said Mr Robin Biggarn, chief executive of BICC, the cable manufacturer, "but whether the ERM will help to keep inflation down when growth picks up in 1992."

Mr David Lees, chairman of GKN, the automotive components and industrial services

group, comments: "If we do not have the stomach for a determined drive on productivity and costs, Britain will begin to price itself out of the market as a manufacturing base. On the other hand, the rewards could be great if management takes up the challenge."

There is a widespread view that there is still scope within UK industry for big improvements in productivity to ease adjustment to the ERM.

Dr Alan Watkins, Hawker Siddeley's chief executive, says he was unhappy with sterling's entry rate, but he does not believe the long-term threat will be great. "Within Hawker, we have got a lot of headroom because there is still a wide gap between where we are and the world's best practice in manufacturing. The UK and the productivity improvements are still there to be got."

Mr Gary Allen, chief executive of IMI, the Midlands engineering and metals manufacturer, says: "The UK remains a very cost-effective economy in which to invest."

Many can already see the benefits of the extra stability provided by membership. EEC, for example, is able to provide customers with more reliable prices, which can form the basis for longer-term international supply agreements. IMI can set more predictable transfer prices for components which are shipped from the UK to continental Europe.

Those are the benefits of what could be a long haul for British industry.

INTERNATIONAL COMPANIES AND FINANCE

ADT plans to sue Laidlaw over 'reckless allegations'

By Richard Gourlay

RELATIONS between ADT and its largest shareholder, Laidlaw, continued to spiral downwards yesterday when the car auctions and security company said it would sue to the Canadian waste management group for defamation.

The case against Laidlaw and its chief executive, Mr Donald Jackson, will be filed in a UK court. It follows a complaint made before a New York District Court on Monday in which Laidlaw alleged ADT directors had manipulated their company's share price for several years through transactions between ADT and its affiliates.

US leads corporate advisers

By Brian Bollen in London

US BANKS appear to be winning the battle to advise corporate Europe. They fill six of the top 10 places in the first European cross-border bids league table compiled by FT Mergers & Acquisitions International magazine.

The table includes only completed and signed cross-border bids with a continental European or UK target.

Goldman Sachs leads the table as it does the magazine's broader international rankings, with five transactions totalling \$3.44bn.

The Lazard group and Lehman Brothers International are close behind with transactions worth \$3.61bn and \$3.75bn respectively.

The rankings are dominated by two large transactions com-

described as "blatantly incorrect" Laidlaw's allegation he had sold 5 per cent of the shares of BAA, the former British Airports Authority, last November shortly before ADT sold 23m shares in BAA. Laidlaw claimed Mr Ashcroft had used inside information to sell his own stock before the market knew of ADT's sale.

ADT said in a statement: "Mr Ashcroft wishes categorically to state in public that, other than through ADT, he has never held a personal interest (including any family or associated interest) in any shares in BAA."

EUROPEAN CROSS-BORDER BIDS (Jan 1 to Mar 31 1991)

Adviser	Value \$m	No of bids
1. Goldman Sachs	3,941	5
2. Lazard Group	3,806	6
3. Lehman Bros Int'l.	3,751	5
4. Morgan Grenfell	2,923	8
5. Baring Bros.	2,644	2
6. Chase Manhattan	2,140	6
7. Morgan Stanley	1,933	7
8. First Boston	997	5
9. S.G. Warburg	880	5
10. J.P. Morgan	627	8

Includes only completed or signed cross-border bids with a continental European or UK target.

pleted in the first quarter.

Allians of Germany's \$2.5bn purchase of Fireman's Fund Insurance Company of the US and Northern Telecom of Canada's \$1.34bn (\$2.38bn) acquisition of the UK's STC.

The top 10 banks recorded 49 deals, totalling just over \$11bn.

rose to SKr8.10 from SKr7.70.

Last December, Uddeholm said it intended to merge with Hoehler, a unit of Austria's state-owned Voest-Alpine Stahl, to create the world's largest maker of special tool steels.

• Trelleborg, the Swedish mining and industrial conglomerate, has signed a co-operation agreement with the German company Phoenix.

Sales last year fell to SKr2.676bn from SKr2.828bn in 1989, while profit per share

rose to SKr8.10 from SKr7.70.

Mr Frederik Arp, president of Trelleborg Industries, the parent company of the rubber and plastics business of the group, said the two companies had "many points in common".

Phoenix, with its headquarters in Hamburg, had a turnover of DM1.6bn (\$661m) last year.

One of Europe's leading rubber manufacturers, for technical and commercial development.

Mr Peter Sawdy, chairman,

Affiliate pulls Nissan Motor down by 40%

By Stefan Wagstyl in Tokyo

NISSAN Motor, the Japanese carmaker, is expected to report a 40 per cent fall in consolidated net profits for the year to the end of March.

The company blames poor market conditions and the cost of covering the losses of Ikeda Bussan, a group components manufacturer, which suffered heavily through securities investments.

While other Japanese carmakers are suffering from the effect of weak demand in world markets, particularly in the US, the crisis at Ikeda means the decline in profits at Nissan will be particularly

severe.

Nissan's shares fell Y34 to Y776 yesterday while those of other leading manufacturers rose.

Stockbroking analysts forecast group net profits will fall to around Y70bn (\$500m) from Y116.61bn last year.

Nissan, which owns 43 per cent of Ikeda, said it was not making a forecast but conceded its affiliate's losses would have an impact on the group result.

Ikeda said it would report a Y33.7bn loss for the year to the end of March, compared with a net profit last year of Y660m, due to losses on its investments plus heavy interest charges incurred funding its financial portfolio.

Nissan is to send in employees and assist with its financing and sales.

The rescue shows how financial crises and second and third-tier companies are affecting Japan's top corporations. In Japan, large groups are expected to stand by their affiliates if they can afford to do so. Nissan said it was rescuing the company because the underlying manufacturing business was sound. The problems were in Ikeda's zaitech - or financial investments - said Nissan.

Bankers expect more such bail-outs as problems caused by last year's fall in stock market prices and weakness in the property market drive more small and medium-sized companies to the brink of bankruptcy.

GKN buys east German group

By John Griffiths in London

GKN, the UK components, industrial services and defence group, is making its first significant push into eastern Europe through the purchase of an east German motor components maker, Gelenkwellenwerk Mosel (GWM).

GWM employs 1,235 people to produce constant velocity joints for the outdated Trabant. In the past 10 years, its customer base has broadened to include Citroen, Peugeot, Skoda of Czechoslovakia, and the Yugoslav carmaker, Zastava.

GKN is paying only DM4m (\$2.4m) for GWM, a cover plant, machinery and stocks, with the land and buildings being taken over on a long lease. Two million cars were pro-

duced in eastern Europe last year - excluding east Germany - but GKN believes that annual output is set to grow to 3m by 1995.

In east Germany, GKN expects annual car output to rise to 400,000 by 1995, compared with 156,000 last year, as the planned car plants of Volkswagen, General Motors and others come on stream.

GKN is paying only DM4m (\$2.4m) for GWM, a cover plant, machinery and stocks, with the land and buildings being taken over on a long lease. Two million cars were pro-

duced in eastern Europe last year - excluding east Germany - but GKN believes that annual output is set to grow to 3m by 1995.

GWM is also a likely front runner to supply driveshafts to the plant which Opel is building in Eisenach, eastern Germany.

The Eisenach plant will produce 150,000 cars a year by the mid-1990s.

Despite extensive job losses in eastern Germany, as its outdated industries face the full force of international competition, GKN said last night it planned no redundancies.

Poliet advances to FF1.14bn

By George Graham

POLIET, the building materials group at the centre of a series of share offers by the Paribas investment banking group, has announced a FF1.14bn jump in net profits to FF1.14bn (\$822m) last year, thanks to a FF757m exceptional profit on the sale of its plaster businesses last year to BFB Industries.

The company said net profits from its operating divisions rose 16 per cent to FF843m, but it had to write off FF75m of goodwill and made an exceptional provision of FF95m for the cost of restructuring companies it acquired in the car-pentry sector.

The FF1.1bn series of paper offers launched last week by Paribas is expected to give Poliet outright control of Ciments Français, the second largest French cement group, of which it already owns 28.5 per cent, and in turn place Poliet under the full control of Paribas, which currently owns 39.4 per cent.

Mapfre rises 37%

CORPORACION Mapfre, Spain's biggest insurance group, reported a 37 per cent rise in consolidated net profit last year, helped by a sharp rise in investment income, AP-DJ reports from Madrid.

The insurer reported net profit of Pt4.45bn against Pt2.23bn in 1989.

"Our investments are beginning to pay off," Mr Domingo Sugranyes, the general manager said.

Costain in £77m fundraising

By Jane Fuller in London

COSTAIN Group, the UK construction, mining and engineering concern, is raising £77m (\$137) in a rights issue to help reduce net debt from a peak of £72m.

UK building and property groups have tipped the market for a total of £250m in nine rights issues so far this year.

Costain's two-for-seven issue of 51m shares, at 15p each, was anticipated by the market and Costain's share price gained 5p to close at 220p yesterday. This was in spite of a 90 per cent slump in taxable 1990 profit to £5.5m on turnover of £1.49bn, down from £1.33bn.

The pre-tax fall from £57.7m, itself a sharp decline, included a £25m write-down in land values, against £20m last time, reflecting the concentration of sites in the south of England and sales.

The rescue shows how financial crises and second and third-tier companies are affecting Japan's top corporations. In Japan, large groups are expected to stand by their affiliates if they can afford to do so. Nissan said it was rescuing the company because the underlying manufacturing business was sound. The problems were in Ikeda's zaitech - or financial investments - said Nissan.

Bankers expect more such bail-outs as problems caused by last year's fall in stock market prices and weakness in the property market drive more small and medium-sized companies to the brink of bankruptcy.

Bankers say other banks could strike similar deals as they respond to increased com-

petitors created by financial deregulation.

Small banks prefer tie-ups to be taken over by large institutions, especially as such takeovers usually occur when a small bank is in difficulties.

For example, last month Tokai Bank, a leading commercial bank, acquired Sanwa Shinkin Bank, a small unit which overextended itself with loans to property and stock market investors.

Bankers say other banks could strike similar deals as they respond to increased com-

petitors created by financial deregulation.

Small banks prefer tie-ups to be taken over by large institutions, especially as such takeovers usually occur when a small bank is in difficulties.

The agreement, which covers the mutual introduction of customers and joint development of services, is the first such comprehensive venture between a large commercial bank and a local bank.

Bankers say other banks could strike similar deals as they respond to increased com-

N.V. Philips' Gloeilampenfabrieken (Philips' Industries) and

N.V. Gemeenschappelijk Bezit van Aandeelen Philips'

Gloeilampenfabrieken (Philips' Lamps Holding) Eindhoven (The Netherlands)

Notice convening the ORDINARY GENERAL MEETING OF SHAREHOLDERS

N.V. GEMEENSCHAPPELIJK BEZIT VAN AANDEELEN PHILIPS' GLOEILAMPENFABRIEKEN

to be held on Thursday, May 2, 1991, at 1.00 p.m., in the Evenementen in Eindhoven, entrance Mathildalaan/Fredriklaan. Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken are also entitled to attend the Ordinary General Meeting of Shareholders of N.V. Philips' Gloeilampenfabrieken to be held at the same time and at the same place.

The Annual Report 1990 of both companies as well as the complete agendas for both meetings have been deposited for inspection and are available free of charge at the office of the Company (Corporate Finance Securities), Groenewoudseweg 1, Eindhoven and at the head offices of the banks listed below. The items on the agendas are as follows:

N.V. PHILIPS' GLOEILAMPENFABRIEKEN

1. Opening.

2. Report on the activities of the Philips group in the financial year 1990.

3. Adoption of the 1990 financial statements and discharge of the members of the Board of Governors.

4. Proposals to change the structure of the Company.

a. Proposal to amend the Articles of Association.

b. Retirement of members of the Board of Governors.

c. Composition of the Board of Management.

d. Composition of the Supervisory Board.

e. Remuneration of the members of the Supervisory Board.

5. Designation of the Board of Management as the body which is authorised to issue shares or rights to shares and to restrict or exclude the pre-emption right according to shareholders.

6. Authorisation of the Board of Management to acquire shares in the Company.

7. Any other business.

8. Conclusion.

April 19, 1991, in the way indicated in the letter of convocation sent to them by the Company.

Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken who wish to attend the meetings, either in person or by proxy, must notify the Company not later than April 19, 1991. The following regulations apply.

A. Holders of share-certificates to bearer:

they should deposit such certificates not later than April 19, 1991, at one of the following banks in exchange for a receipt which will entitle the holder to admission to the meeting.

In the Netherlands:

the Amsterdam-Rotterdam Bank N.V. in Amsterdam, Herengracht 595; the Algemene Bank Nederland N.V. in Amsterdam, Vijzelstraat 32; or at the office of the Company (Corporate Finance Securities).

In the United Kingdom:

Hill Samuel Bank Ltd, London.

In other countries:

at the banks designated for such purpose.

Further particulars can be obtained from Hill Samuel Bank Ltd, London.

B. Holders of registered shares:

they must notify the Company not later than April 19, 1991, in the way indicated in the letter of convocation sent to them by the Company:

- with respect to shares of the Eindhoven Registry: at the office of the Company;

- with respect to shares of the New York Registry: at the office of Bankers Trust Company, Corporate Trust & Agency Group, P.O. Box 318, Church Street Station, New York, N.Y. 10015.

Requests for copies of the Philips Annual Report 1



SANOFI'S PERFORMANCE IN 1990 SHOWS FIRM RESISTANCE

At a meeting held on March 26th, 1991, the Board of Directors of Sanofi, a company within the Société Nationale Elf Aquitaine Group, reviewed the consolidated financial statements of the Company for the fiscal year ended December 31st, 1990.

(in millions of FF)	1990	1989	Variation
Sales	18,554	17,195	+ 7.9%
Operating margin	1,946	1,662	+ 17.1%
Net income for the year	853	936	- 8.9%
Working capital provided by operations	1,427	1,595	+ 2.0%

Sales rose by 7.9% on a comparable basis and at constant exchange rates, sales revenue would have increased by 3.5%. Sanofi's share of consolidated net income for the year totalled FF 853 million, a decrease of 8.9% compared with 1989.

These operating results take account of an additional tax on promotional expenditure for medicinal products in France, amounting to FF 31 million. Excluding this phenomenon and 1989 exchange rates, net income would have risen by 10% over 1989.

The following emerges from an analysis of this variation:

- an increase of more than 2% in the gross margin ratio;
- a 17% increase in the operating margin, achieved entirely in the second half of the year, representing 10.5% of sales, compared with 9.7% in 1989. Research and Development expenditure amounted to FF 1,647 million;
- a significant increase in interest expense which, nevertheless, remains at a moderate level (2.1% of sales in 1990 as opposed to 0.7% in 1989).

ANALYSIS BY SEGMENT

The Human Healthcare segment registered a 9.5% rise in sales and a 15.8% increase in the operating margin (FF 1,740 million), mainly due to expanded growth in overseas markets. Despite the negative impact of the unfavourable trend in the exchange rates of certain currencies, the operating margin for the Bio-Activities segment rose from FF 475 million to FF 494 million, propelled by the improved performance of the Seeds and Food Additives divisions, the growth of which offset the declining profitability of the Rendering business.

The Perfumes and Beauty Products segment was affected by a sluggish world market for alcohol-based luxury perfumes. The year 1990 was marked by the integration of Parfums Stéph (Oscar de la Renta) and the overall segment recorded an operating margin of FF 116 million, a twofold increase over 1989.

Sanofi's share in the net income of associated companies registered a slight decline, decreasing from FF 181 million in 1989 to FF 172 million in 1990.

INVESTMENTS AND FINANCIAL POSITION

Capital investments were maintained at a high level of FF 2.4 billion, compared with FF 2.5 billion in 1989.

Major financial investments were made in the Bio-Activities sector where FF 739 million were invested to acquire the US food flavours concern, Continental Flavours and Fragrances, and in the Human Healthcare sector where the diagnostics division was reinforced.

Working capital provided by operations rose slightly to FF 1,427 million.

Total investments made over the last two fiscal years required recourse to external credit facilities which in no way affected the stability of the Company's financial position. The ratio of long and medium term debt to equity was 23%, whereas the overall debt/equity ratio was 57%.

Working capital rose to FF 4.3 billion.

EARNINGS PER SHARE

Net earnings per share, amounting to FF 49.80, decreased by 16% taking into account the 8.5% increase in the weighted average number of shares of common stock that remained outstanding subsequent to the capital stock issue effected in early 1990 in exchange for shareholdings in Parfums Stéph.

FINANCIAL RESULTS FOR THE PARENT COMPANY, SANOFI S.A.

During the same meeting, the Board of Directors also reviewed the financial statements for the parent company, Sanofi S.A., which reported net income of FF 496 million for the year ended December 31st, 1990.

FINAL DIVIDEND RECOMMENDATION

At the Annual General Meeting of Shareholders to be held on May 30th, 1991, the Board of Directors will propose to maintain a net dividend per share of FF 22. Moreover, shareholders will be afforded the possibility of opting for payment of the dividend in shares, the issue price per share being equal to 90% of the average share value for the 20 trading sessions of the Paris Bourse preceding the Annual General Meeting of Shareholders.

YOUR LIFE TODAY AND TOMORROW



MALAYSIA

US\$650,000,000
Floating rate notes due 2005

In accordance with the provisions of the notes, notice is hereby given that for the six months interest period from 5 April 1991 to 7 October 1991 the notes will carry an interest rate of 6 1/4% per annum.

Interest payable on 7 October 1991 will amount to US\$337.24 per US\$10,000 note and US\$8,430.99 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

BankAmerica Corporation (Incorporated in the State of Delaware)

U.S.\$400,000,000

Floating Rate Subordinated Capital Notes Due 1997

Holders of Notes of the above issue are hereby notified that for the next Interest Sub-period from 8th April, 1991 to 8th May, 1991 the following will apply:

1. Interest Payment Date: 7th May, 1991.

2. Rate of Interest for Sub-period: 6 1/4% per annum.

3. Interest Amount payable for Sub-period: US\$262.23 per US\$60,000 nominal.

4. Accumulated Interest Amount payable: US\$876.59 per US\$60,000 nominal.

5. Next Interest Sub-period will be from 8th May, 1991 to 7th June, 1991.

Agent Bank:
Bank of America
International Limited

Annual General Meeting of AB Volvo

The Annual General Meeting of the shareholders of AB Volvo will be held in Scandinavium, Main entrance from Valhallagatan 1, Göteborg (Sweden) at 4:30 p.m., Wednesday, April 24, 1991.

Matters to come before the Meeting, as prescribed by law and the Company's Articles of Association, shall include: presentation of the accounts and annual report for the year 1990; adoption of the Income Statement and Balance Sheet of AB Volvo as well as the Consolidated Income Statement and Consolidated Balance Sheet; disposition of the profit as shown in the Balance Sheet adopted; discharge of the Board of Directors and Managing Director from liability; determination of the number of members and deputy members to be elected by the Meeting to serve on the Board of Directors; approval of fees to be paid to the Board and auditors; and the election of Board members, deputy members, auditors, and deputy auditors.

Right to participate in Meeting
Participation in Volvo's Annual General Meeting is limited to shareholders who are recorded in the share register on April 12, 1991 and who advise Volvo, no later than 12:00 noon, (Swedish local time) Friday, April 19, 1991, of their intention to participate.

Share register
Volvo's computerized share register is maintained by Värdepapperscentralen VPC AB (Swedish Securities Register Center). Volvo shares are registered in the names of either their owners or trustees. Only owner-registered shareholdings are listed in the names of shareholders in the share register.

To be entitled to participate in the Annual General Meeting, owners of shares registered in the name of a trustee must have their shares registered in their own names.

To assure that such shares are re-registered in ample time, the holders of trustee-registered shares should request that the bank or broker acting as custodian of the shares register them (temporarily) several banking days prior to April 12, 1991. Trustees normally charge a fee for this service.

Notice of intention to participate
Notice of intention to participate in the Meeting may be given, no later than 12:00 noon, April 19, 1991, by telephone:

+46-31 59 00 00
+46-31 59 21 50

or in writing, to:
AB Volvo
Legal Department
S-405 08 Göteborg, Sweden

In providing such notice, a shareholder should state his or her name, personal registration number (where applicable), address and telephone number.

Shareholders who wish to appoint a proxy to act on their behalf at the meeting should notify AB Volvo well in advance of the meeting, giving the name of the proxy. A proxy need not be a shareholder of AB Volvo.

May 2, 1991 has been proposed by the Board of Directors as the record date for the payment of dividends. Payment is expected to be made through VPC on May 10, 1991.

By order of the Board of AB Volvo

Claes Beyer, Secretary to the Board
AB Volvo
S-405 08 Göteborg, Sweden

April 1991

VOLVO

CNBC step closer to FNN deal

By Karen Zagor
in New York

CNBC, the cable television division of General Electric's NBC media operations, yesterday moved a step closer to acquiring Financial News Network, when a US bankruptcy court ruled earlier this week in favour of CNBC's \$115m bid for the business news media group's cable operations.

CNBC has been battling with a Dow Jones/Westinghouse joint venture for control of FNN since March. FNN was put on the block in November and is operating under the protection of Chapter 11 of the US bankruptcy code.

Both bidders offered \$115m for FNN's cable operations but a bankruptcy court judge said he would not accept the conditions of the Dow Jones/Westinghouse bid.

The fight for FNN's cable operations, which started in February when FNN agreed in principle to an offer of \$90m from the Dow Jones/Westinghouse group, may not be over yet.

The Federal Trade Commission (FTC) is conducting an anti-trust investigation which might stymie the CNBC deal.

CNBC is FNN's only competitor in the business cable television arena and the FTC might decide that a merger would be an anti-trust violation.

Citicorp Banking Corporation U.S. \$250,000,000

Guaranteed Floating Rate Subordinated Capital Notes Due July 10, 1997

Unconditionally Guaranteed on a Subordinated Basis by CITICORP

Pursuant to Paragraph (d) of its Terms and Conditions of the Notes notice is hereby given that on the 10th day of April 1991 notice of Coupon No. 29 will run from the Date of Interest and Coupon amount payable.

April 5, 1991 London
By Citibank, N.A. (CSII Dept.), Agent Bank

CITIBANK

WORLD MARKETS IN REAL TIME!

\$310 per month

(+VAT and Exchange Fees)

CALL SATQUOTE : 071-233 1100

INTERNATIONAL COMPANIES AND FINANCE

USF&G expects to cut workforce by a quarter

By Nikki Tait in New York

USF&G, the large but troubled US insurance group, said yesterday that it expected to cut its workforce by around a quarter as it attempts a major "downsizing" of its

business. It recently announced plans to stop writing certain lines of insurance in Texas and Louisiana.

To clamp down on costs, USF&G cut 225 jobs at its head office in Baltimore yesterday. Although it would not detail plans for the personal lines business, the insurer said that by end-1991 it expected to have reduced its total labour force by 25 per cent from the end-1990 level of 11,800.

The cost savings, once the programme was complete, should amount to \$100m. This

is in addition to around \$75m of savings from cost reduction measures already announced.

The insurer announced a \$550m loss last year, and cut its dividend from 25 cents a share to 5 cents. Part of the losses resulted from an attempt by USF&G to get its troubled investment portfolio - which contained sizeable junk bond and real estate holdings - into better shape.

A new chairman, Mr Norman Blake, was brought into the insurance group last November, and other management changes have followed.

Support for Campbell Soup

By Karen Zagor in New York

THE MANAGEMENT of Campbell Soup, the big US food group, received a vote of confidence yesterday when Ms Diana Strawbridge Norris, a member of the minority group which has been pressuring for the sale of the company, withdrew her support from the minority group.

By divesting a portion of USL, AT&T also aims to boost industry support for its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Robert Kayser, AT&T group executive who heads the company's computer operations, said: "AT&T is convinced that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory."

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

By investing in its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Kayser said that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory.

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

By investing in its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Kayser said that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory.

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

By investing in its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Kayser said that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory.

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

By investing in its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Kayser said that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory.

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

By investing in its version of Unix, which competes with an alternative version developed by the Open Software Foundation, whose members include IBM, Digital Equipment and Hewlett-Packard.

Mr Kayser said that the best way to nurture the growth of the Open Systems movement, and to share in it ourselves, is to establish an independent Unix Laboratory.

Mr Kayser said that the terms of the sale were not disclosed, but the investors are believed to have collectively acquired slightly more than 20 per cent of USL for a reported \$65m. In addition, 10 per cent of shares in USL have been reserved for employees.

UK COMPANY NEWS

Shares rise 23p though it's 'unlikely' dividends will be paid until 1993

WPP completes \$1bn refinancing package

By Alice Rawsthorn

WPP GROUP, the world's largest marketing services company, yesterday saw its shares leap by 23p to 185p on the completion of its \$1bn (580m) financial restructuring package.

The group, which needed to restructure its finances to avoid breaching its banking arrangements, has agreed to pay a "success fee" of up to £1m to its banks. It may also face further fees of up to £10m and higher lending margins on its debt.

WPP also announced it would be unable to pay the dividend on its convertible preference shares due at the end of this month. It cannot pay ordinary divi-

dends until it has cleared the preference arrears and said yesterday that it was "unlikely" to pay any dividends until June 1992.

The completion of WPP's restructuring comes a week after Saatchi & Saatchi, its chief competitor in the marketing services industry, secured shareholders' approval for its financial rescue package.

WPP, which owns the Ogilvy & Mather and J Walter Thompson advertising agencies, has been struggling to service the debt amassed by the acquisition of O&M in 1989. The group grew at a dramatic rate after Mr Martin Sorrell, Saatchi's former finance director and now WPP's chief executive, to

invested in Wire & Plastic Products, then a shell company, in 1985.

Last year, WPP, advised by Samuel Montagu, began negotiations with its 30 banks, led by a steering committee chaired by JP Morgan, over the restructuring.

Under the terms of the restructuring it will consolidate 27,700 of working capital facilities, a \$600m medium-term loan and \$100m of uncommitted facilities into a committed medium-term facility. The \$600m loan must be repaid over four years from June 1993. The rest of the facility is to be repaid or refinanced by June 1995.

The facility allows WPP to make its deferred payments on acquisitions in cash, rather than shares, thereby avoiding dilution of its earnings if WPP exercises this option. It may have to pay a fee of up to £4m.

WPP said yesterday that its results for January and February were "below budget" mainly because of the uncertainty caused by the Gulf war.

It said the improvement in confidence since the ceasefire has so far shown no sign of increasing clients' expenditure particularly in advertising and public relations.

O&M's agency in New York has won a \$20m new account for Nynex, the New York telecommunications company.

See Lex

Margins under pressure as Brammer falls 9%

By David Owen

REFLECTING A difficult second half, Brammer, the Cheshire-based industrial services group, yesterday reported a 9 per cent decline to £11.45m in annual profits.

The company managed to maintain its margins in the predominant distribution unit but not in electronic equipment rental where there were downturns in the UK and Italy.

"We had successfully reducing quarters in 1990," said Mr Hugh Lang, chairman, stating that turnover had actually declined slightly in the second half.

Over the full year to December 31, sales edged ahead from £121.13m to £122.45m. Year-end profits had weighed in at £13.03m.

The company, which is widely regarded as a weather-vane of industrial activity, said that first quarter trading had

been difficult and that "these conditions have continued into the next three month period."

"Our results for 1991 are entirely dependent on when the upturn comes," Mr Lang said.

The company, which is ungeared and was helped by net interest receivable of £494,000, took an £885,000 exceptional charge in respect of about 100 redundancies, mainly in the UK.

According to Mr Robert Foulkes-Jones, chief executive, this represented "the pruning of overhead to relate the cost structure to reduced growth expectations." A year earlier, an exceptional charge of £894,000 was recorded.

At the extraordinary level a charge of £281,000 (£1.02m) was taken. This consisted of proceeds from a disposal more than offset by the costs of

closing a subsidiary.

By division, distribution generated profits of £10.88m (£10.61m) on turnover of £89.75m (£97.9m), while equipment rental weighed in with £21.12m (£23.32m) on turnover of £22.52m (£22.55m).

There was a £176,000 loss in the latest period from discontinued businesses.

Mr Foulkes-Jones attributed Brammer's Italian rental difficulties to "the problems of getting into a new country".

The group has responded by effecting management changes and making additional depreciation provisions for certain inventory.

An unchanged final dividend of 8.5p is recommended, maintaining the total at 13p. Earnings per share slipped from 19.7p to 17.5p.

Brammer shares, which have rallied strongly since February, gained another 5p yester-

day to close at 225p.

• COMMENT

Mr Lang says that Bunzl's hostile 1985 bid for the company is still engrained "like Calais" on everyone's heart and, in some respects, it appears that Brammer has still not got over its hangover from that episode.

Pre-tax profits are now at their lowest level since 1984, and the yield on the shares still looks

attractive even though the annual dividend payment has been lifted by only 5.5p in five years.

That said, the company is still on a sound financial footing, with its rock-solid balance sheet – seems well set finally to progress in 1992. On that basis, a case could be made for buying the shares, even after their recent rally. For those with a shorter time-frame in mind, anticipated 1991 profits of 31m make the p/e of more than 14 look distinctly pricey.

Business failures leave Co-op in loss

By Richard Waters

CO-OP BANK plunged into a £14.5m pre-tax loss last year, due mainly to provisions resulting from two large corporate collapses that occurred after its financial year ended.

The bank, which made a pre-tax profit of £18.5m in 1989, reported provisions of £57.2m for 1990, up from £26m the year before.

Some £16m of this was reported a post-balance sheet event, reflecting the worsening state of its loan book since its financial year ended on 12 January.

A "substantial part" of the £16m related to two corporate failures, said Mr Terry Thomas, managing director of Pavilion Leisure, a property and hotels group, and Citygrove, a developer of retail parks.

Leaving aside these post balance sheet items, the increase in provisions for 1990 was lower than that reported by other clear-

ing banks, said Mr Thomas.

After all provisions are taken into account, the bank reported a risk-adjusted ratio of 11.5 per cent, compared with just under 12 per cent last year.

Co-op's profits were further dented by the £13m it paid in interest to holders of interest-bearing current accounts.

Recent restructuring and cost-cutting, which will continue this year, will make the bank more profitable, said Mr Thomas.

The bank expects to cut up to 700 jobs, some of them part-time, from its current workforce of 4,437. It cut around 300 last year. This is intended to improve the bank's costs/income ratio, which at 77 per cent is around the same level as that of Midland Bank.

The bank said it would not pay a dividend for 1990, saving £2.5m.

Irish tempt bull market with sweet offer

Kieran Cooke on the upcoming partial flotation of Irish Sugar

THE bulls are out on the Dublin stock market, heads down and ready for the first big privatisation of an Irish state concern.

The Irish Sugar Company, to be renamed Greencore, announces its share pricing and listings particulars next week, with dealings due to begin on both the Dublin and London exchanges before the end of the month.

By international standards, the state is not a big one, the state is only selling 55 per cent of its stake.

There is much speculation about the share price, but some analysts say it is likely that in excess of £100m (£90m) will be raised from the partial flotation, putting a total value on the group of about £200m.

The government and company are confident of success. There has been no UK-style publicity campaign to encourage private investors. The state's stock market has recently been trading at a premium to the rest of the market.

The Irish government has no Thatcherite ideological commitment to public ownership. But a programme of what are termed "pragmatic privatisations" is envisaged.

Later this year the Irish Life insurance group is due to be fully or partially floated, possibly raising as much as £200m. At some later stage Bord Telecom, the Irish telephone service, could be a privatised.

In many ways Irish Sugar is an ideal first candidate. Last year the company made pre-tax profits of £21m on turnover of £271m. Its sugar operations are acknowledged to be among the most efficient in the European Community, while diversification into foods and agri-trading shows signs of producing solid results.

Commercial success has

come only recently. A state concern since the early 1920s, Irish Sugar was used by successive governments as a vehicle for developing the native food industry. But high labour costs plus production inefficiencies led to a financial crisis. Between 1980 and 1985 the company lost £153m and was effectively broke, it was only saved by an additional £25m cash injection.

In 1985 the government gave a new management the mandate to carry out a tough cost-cutting exercise. A stop was put to loss-making activities: inefficient plants were closed. The workforce was reduced from 3,600 to today's 1,700. Meanwhile more than £20m was invested in new plant.

The turnaround has been impressive. Operating profits have doubled from £12.5m in 1986 to £26.2m last year. Turnover has increased by nearly £200m. Over the same period the stock market has recently been trading at a premium to the rest of the market.

The Irish government has no Thatcherite ideological commitment to public ownership. But a programme of what are termed "pragmatic privatisations" is envisaged.

Later this year the Irish Life insurance group is due to be fully or partially floated, possibly raising as much as £200m. At some later stage Bord Telecom, the Irish telephone service, could be a privatised.

In many ways Irish Sugar is an ideal first candidate. Last year the company made pre-tax profits of £21m on turnover of £271m. Its sugar operations are acknowledged to be among the most efficient in the European Community, while diversification into foods and agri-trading shows signs of producing solid results.

Commercial success has

come only recently. A state concern since the early 1920s, Irish Sugar was used by successive governments as a vehicle for developing the native food industry. But high labour costs plus production inefficiencies led to a financial crisis. Between 1980 and 1985 the company lost £153m and was effectively broke, it was only saved by an additional £25m cash injection.

In 1985 the government gave a new management the mandate to carry out a tough cost-cutting exercise. A stop was put to loss-making activities: inefficient plants were closed. The workforce was reduced from 3,600 to today's 1,700. Meanwhile more than £20m was invested in new plant.

The turnaround has been impressive. Operating profits have doubled from £12.5m in 1986 to £26.2m last year. Turnover has increased by nearly £200m. Over the same period the stock market has recently been trading at a premium to the rest of the market.

The Irish government has no Thatcherite ideological commitment to public ownership. But a programme of what are termed "pragmatic privatisations" is envisaged.

Later this year the Irish Life insurance group is due to be fully or partially floated, possibly raising as much as £200m. At some later stage Bord Telecom, the Irish telephone service, could be a privatised.

In many ways Irish Sugar is an ideal first candidate. Last year the company made pre-tax profits of £21m on turnover of £271m. Its sugar operations are acknowledged to be among the most efficient in the European Community, while diversification into foods and agri-trading shows signs of producing solid results.

Commercial success has

Misquote claim by Amex over Thos Cook

By David Barchard

AMERICAN Express yesterday refused to confirm reports that it has put a feeler out to Midland Bank to see if it is willing to sell Thomas Cook, its travel agent subsidiary, but said that it was monitoring possible opportunities in the global travel services industry.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

Reports that American Express is interested in buying Cook from Midland have been circulating for some weeks.

However, American Express' US headquarters said yesterday that it was misquoted in agency reports which claimed that a direct approach had been made to Midland Bank for Cook.

UK COMPANY NEWS

Fresh job losses as British Alcan falls into the red

By Kenneth Gooding, Mining Correspondent

LOWER SALES and falling prices saw British Alcan Alumina fall into the red in 1990 — the first deficit since the company was formed from a merger in 1982.

Taxable losses amounted to £12.3m after an exceptional provision of £10m for a plant closure in London. In 1989 the group, a wholly-owned subsidiary of Alcan Aluminium of Canada, made pre-tax profits of £32.8m.

Mr Douglas Ritchie, chief executive, said no significant recovery in profitability was likely before 1992.

However, he said group exports had benefited from Britain's entry into the Exchange Rate Mechanism "which has stabilised our commercial relationships with customers in continental Europe."

British Alcan's export tonnages were up last year, from 80,300 tonnes to 85,600 tonnes, but lower prices saw sales value fall from £283m to £239m.

Exports to other European Community countries jumped by some 14 per cent to 69,300 tonnes.

Mr Ritchie also pointed out that the group's debt-to-equity ratio at the end of last year "is still a very healthy

Flat first half for Frederick Cooper

By David Owen

FREDERICK Cooper reported flat interim profits in trading conditions that the Midlands-based mini-conglomerate described as the most difficult for 10 years.

Taxable profits for the six months to January 31 amounted to £1.2m, against £2.1m in 1989-90.

Turnover, augmented by a string of first-time contributions, climbed by 24 per cent to £41.8m (£38.5m).

The company said that the underlying trend in sales represented a reduction of 3.5 per cent and in profits a reduction of about 10 per cent.

The fall principally came in the architectural manufacturing division, where margins have been squeezed both by the difficulty of passing cost increases on to customers and the need to manufacture in inefficient short batches, according to Mr Ed Kirk, chairman.

He said that the company had noted no improvement in second-half trading conditions, although "the trough in demand appears to have flattened."

Cooper's net trading margin fell to 5.5 per cent from 6.9 per cent, partly due to the growth of distribution activities, which accounted for 42 per cent of sales, against 18 per cent.

The company now claims to hold the number two slot in the architectural products distribution sector.

Fully diluted earnings per share fell to 3.2p (4.2p), while the slide in basic earnings was from 3.1p to 2.9p. The interim dividend of 1.0p is maintained.

Mr Kirk described Newman Tonks' 4.2 per cent stake in Cooper as "very friendly."



John Elfed Jones: 50 per cent profit on WW shares

Electricity crackles faced with immersion in water

Welsh dragons are rampant over possible fusion of two utilities, writes Clare Pearson

M R WYNFORD Evans and Mr John Elfed Jones, chairman of South Wales Electricity and of Welsh Water respectively, used to go fishing together.

Now, when these two leading lights of the Welsh business community are thrown together, the rest of the so-called Taffia watches closely to see if the veneer of cordiality will crack.

Employments broke down after WW spent some of its cash pile of more than £200m on the surprise purchase of a 9.5 per cent stake in the smaller neighbouring utility, immediately after the regional electricity companies floated last December.

At that time Mr Jones said he saw the stake as helping to push along talks with SWE about co-operative joint ventures and cost savings.

The companies met once, just after the stake was acquired. No further discussions have taken place — but, recently, the tense silence threatened to turn into an outright row.

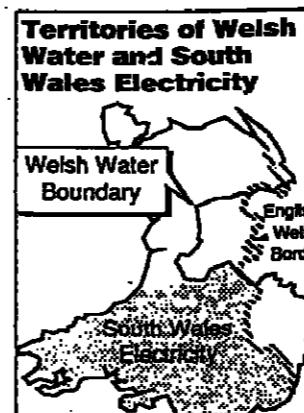
This was after the publication of a piece of research by Kleinwort Benson Securities entitled Welsh Water: Merger Possibilities?

SWE points out that Kleinwort just happens to be WW's stock broker. Indeed Mr Evans' remarks of the document: "It is most peculiar; it reads curiously like an offer document without being one."

At least some of the deterioration in relations can be blamed on the way WW bought the shares. SWE was incensed to discover that Smith New Court, its own broker, bought much of the stake for WW.

SWE moved swiftly to appoint Rowe & Pitman, part of SG Warburg, as its joint broker. Burson Marsteller, which faced a possible conflict of interest since it also looked after WW, has been replaced as financial PR by Citigate Communications.

However, this does not look



Territories of Welsh Water and South Wales Electricity



Wynford Evans: savings would be on WW's side

like simple pique at WW's check on the part of SWE. The companies are also profoundly at odds over the value each company would obtain even from joint ventures, let alone through a merger.

Mr Peter Hyde, a Kleinwort analyst, claims that savings of £5m-£7m could be achieved through joint ventures, and of £10m-£14m from a full merger — not counting the tax benefit of WW being able to offset otherwise unrelied ACT against SWE's taxable profits. Mr David Jeffrey, WW's managing director, confirms that WW thinks these figures are "not that far out".

Mr Evans, however, says all the joint-venture possibilities were investigated by a working party last year. As far as SWE was concerned, he says, this uncovered only modest benefits from co-operation.

Mr Hyde says operational savings could be achieved in such areas as billing and information technology, depot rationalisation and integrated working of maintenance crews.

As far as billing goes, the two companies differ in that SWE meters all its customers while WW meters very few of the domestic premises it supplies.

Mr Evans concedes he can

see savings on the transport side through joint maintenance and purchasing. He says SWE is exploring such possibilities with a number of parties but the savings would be in the order of a few hundreds of thousands of pounds.

Meanwhile he heaps scorn on the notion that roads could be dug up for water pipes and electricity wires by the same people at the same time.

"Water pipes are laid deep in the centre of the road while our cables are laid shallow in the pavement."

In summary, Mr Evans is adamant that if there are savings of the size envisaged in the Kleinwort piece, the vast bulk of them must be on WW's side.

WW, on the other hand,

thinks SWE's attitude is unnecessarily inflexible. Mr Jeffrey says: "Our objective is to be as adventurous and brave as we can, and there is lots we can do well short of a merger."

Mr Jeffrey counters: "In the medium term we are all reassessing our hardware needs. We have been told that our billing system is state-of-the-art but that's years out of date."

Mr Evans concedes he can

2000. Among the other bodies that would have to approve any takeover are the regulators for the two industries — Mr Ian Byatt for water and Mr Stephen Littlechild for electricity — would need to be satisfied that it would not adversely affect the two companies' core businesses. Mr Byatt in particular would need to be convinced that WW was not using funds which should have gone on capital expenditure to improve services.

Some observers suspect that WW's move is primarily politically motivated. They point out that SWE, as the smallest regional electricity company, has been viewed as the one most vulnerable to eventual takeover. WW may see in this the potential to become Wales

pic. At least one other electricity company chairman sees WW's moves in terms of putting a political marker down. He dismisses the projects the company is talking about as "the kind of thing we have looked at for donkey's years and never found worth the effort".

However, there is evidence of some other water and electricity companies showing a willingness to work together, such as the two Yorkshires with their wind-farm project in the Pennines.

Some industry followers say it is a pity that SWE and WW cannot get together to try out the ideas which would provide an excellent test case for the other 20 regional water and electricity companies. But, given current relations, the pair seem miles away from carrying out such experiments.

It must be a comfort to Mr Elfed Jones that WW is currently looking at a profit of about 50 per cent on the average price of £580, it originally paid for the SWE shares.

These have been the best performing of their peer group; but it seems unlikely Mr Evans will invite Mr Elfed Jones on a fishing trip to celebrate.

BOARD MEETINGS

	FUTURE DATES	
Informex	Apr. 22	
Cosalt	Apr. 26	
New Frontiers Dev Trust	Apr. 26	
Penhopes Properties	Apr. 9	
Penhopes Properties	Apr. 10	
Calm Energy	Apr. 10	
Westfield	Apr. 10	
FBD	Apr. 16	
Powerhouse (Wales)	Apr. 16	
Mowlem (John)	Apr. 9	
Pitfield Garmer	Apr. 11	
Scottish Heritable Trust	Apr. 12	

Bank Leumi le-Israel B.M. and subsidiaries

Condensed Consolidated Balance Sheet as at 31 December 1990

Adjusted for the effect of inflation on the basis of the index of December 1990

(NIS thousands)

ASSETS	31 December		LIABILITIES AND SHAREHOLDERS' EQUITY	31 December	
	1990	1989		1990	1989
Cash in hand and deposits with banks	15,295,913	16,971,500	Deposits from the public	45,833,883	47,019,412
Securities	6,932,549	6,375,802	Deposits from banks	3,271,353	5,499,927
Loans to the public	24,400,539	26,755,515	Deposits from governments	2,788,445	2,619,710
Loans to governments	10,658,650	11,789,721	Debentures, bonds and capital notes	6,321,658	6,928,047
Investments in subsidiaries	284,324	251,847	Other liabilities	624,220	577,191
Bank premises and equipment	945,088	975,424	Total liabilities	58,839,559	62,644,287
Other assets	768,347	652,710	Outside shareholders' interest	315,565	286,253
Total assets	62,085,410	65,773,519	Shareholders' equity	2,930,286	2,842,978
			Total liabilities and shareholders' equity	62,085,410	65,773,519

Condensed Statement of Changes in Shareholders' Equity for the Year Ended 31 December 1990

Adjusted for the effect of inflation on the basis of December 1990

(NIS thousands)

	Total capital and capital reserves	Retained earnings (accumulated deficit)	Total shareholders' equity	1990	1989
Balance as at 1 January 1988	2,912,290	(169,405)	2,742,885		
Net loss for the year		(287)	(287)		
Interest on liabilities included in shareholders' equity				(318)	(318)
Changes during the year arising from:					
The Bank					
Redemption of convertible liabilities (*)		(34,037)	(34,037)		
Subsidiaries		6,862	6,862		
Translation adjustments (**)		(163,148) (**)	2,715,105		
Balance as at 31 December 1988	2,878,253	160,867	160,867		
Net profit for the year					
Changes during the year arising from:					
Subsidiaries		(52,993)	(52,993)		
Translation adjustments (**)		(35,274) (**)	2,842,979		
Balance as at 31 December 1989	2,878,253	73,962	73,962		
Net profit for the year					
Changes during the year arising from:					
Subsidiaries		13,345	13,345		
Translation adjustments (**)		52,033 (**)	2,930,286		
Balance as at 31 December 1990	2,878,253				

* Including subordinated capital notes granting the right to purchase shares of the Bank that were transferred at the end of June 1988 to "Debentures, bonds and capital notes".

** Adjustments from translation of the financial statements of autonomous foreign subsidiaries. In 1990 this also includes adjustments in respect of the sources of the financing of the investment in such subsidiaries.

*** The retained earnings at the end of the year include adjustments from translation of the financial statements of autonomous foreign subsidiaries of NIS (149,508) thousand (31.12.1989 NIS (162,851) thousand, 31.12.1988 NIS (169,858) thousand).

The unabridged financial statements are available for inspection at all branches of the Bank and a copy can be obtained upon request. As at 31 December 1990 the rate of exchange of the US\$ was \$1. - NIS 2.048

27 March 1991

bank leumi ltd.

Head Office
24-32 Yehuda Halevi St.
Tel Aviv 65546, Israel
P.O.B. 2, Tel Aviv 61000
Tel:

Opinions

FINANCIAL TIMES SURVEY

LATIN AMERICAN FINANCE

Friday April 5 1991

**The region's
economic prosperity
looks more assured
than it did a year
ago. However, most**

**Latin American politicians and
economists will remain uneasy
while they wait for concrete
evidence that the US recession is
ending. Robert Graham reports**

A brighter panorama

WITH the Gulf War over and oil prices stabilised, Latin American countries will remain uneasy about the international outlook until they see positive evidence of the US recession bottoming out.

Yet compared to a year ago there is much more cause for optimism. Widespread fears that the international business community would be seduced by the opportunities opening up in eastern Europe and the Soviet Union at the expense of Latin America have proved groundless. Indeed, the contrary has tended to happen.

President George Bush last June launched his "Enterprise for the Americas" initiative, heralding Washington's desire for a new and more equal partnership with Latin America. For the first time, the US appears genuinely committed to fostering strong investment and trade ties with the region, beginning with a Free Trade Agreement with Mexico.

This is partly a consequence of the US recognising that Latin America is no longer a region of super-power conflict and thus relationships have no need to be based on military ties and aid flows. It is also a product of continuing uncertainties over the fate of negoti-

ations on trade liberalisation in the stalled Uruguay Round talks.

Such considerations do not exclude the expansion of relations between Latin America and the European Community or development of new ties with Japan and the Asian NICs. But it is nevertheless an implicit acceptance that the Americas offer a natural sphere of US influence.

Latin American leaders for their part have buried old antagonisms and prejudices about US imperialism, and with it their traditionally defensive view of foreign investment. Instead they see a natural synergy between their resources, cheaper labour, expanding markets and North America's technology, capital and purchasing power.

No American president has been so well received in Latin America as Mr Bush when he visited the region late last year. The fact that he went ahead with the trip at the height of preparations for the Gulf war underlined his commitment. The initiative's ultimate aim - to create a free trade zone from Alaska to the Antarctic - may still sound unrealistic. Nevertheless, it provides a stable framework

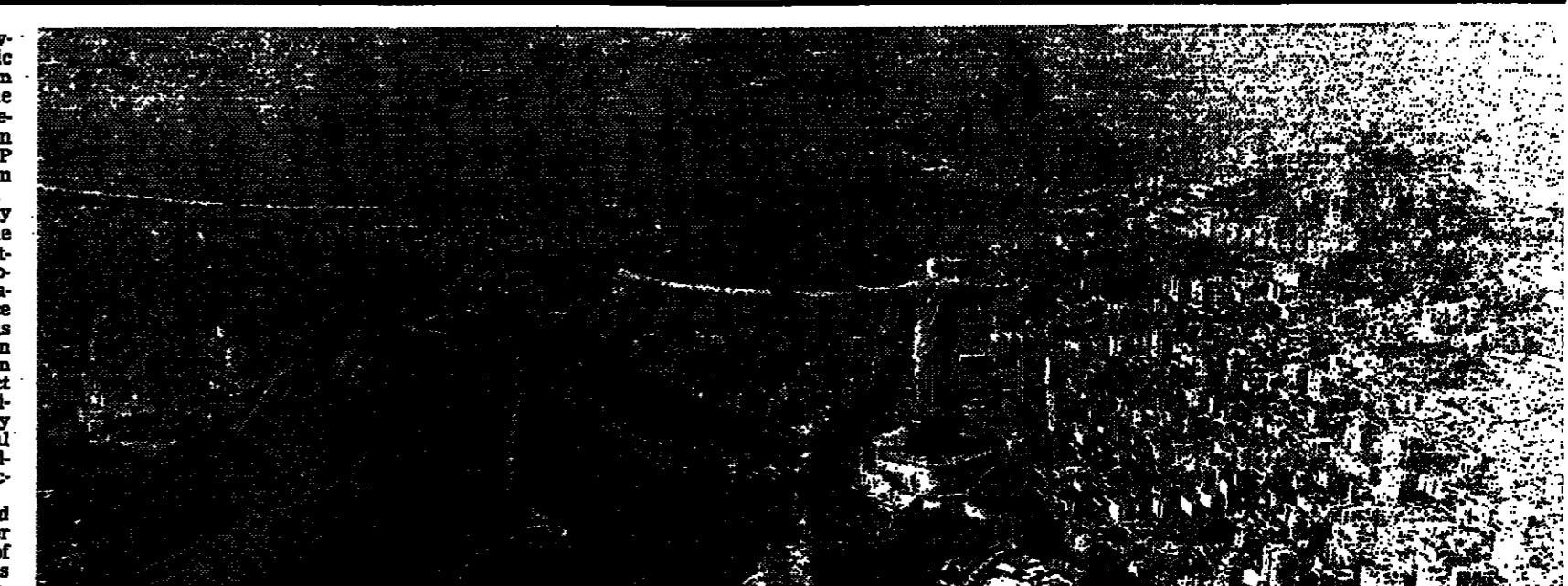
both for Latin American governments to plan economic development and for foreign investors to consider the opportunities in this resource-rich region with a population of more than 400m and a GDP two thirds that of eastern Europe and the Soviet Union.

At the same time, instability in the Middle East and the problems of dealing with eastern European nations undergoing large political transformations without any experience of the market economy has highlighted the potential in Latin America. The region boasts functioning if imperfect democracies, a vigorous private sector (with unhealthy large quantities of capital invested abroad), and a modern banking system with effective central banks.

Just as important, some hard lessons have been learned over the past decade as a result of the debt crisis. Recovery has hit deep with average per capita incomes back to the levels of the late 1970s. Only Colombia has recorded consistent positive growth. Governments have been forced to adapt. For example, the need to service debt, or at least retain the goodwill of the international financial community, led to the abandonment of the once fashionable import substitution model development.

The emphasis has switched to export-orientated growth, economic liberalisation, financial deregulation and the dismantling of investment restrictions and trade barriers. In tandem the role of the state has been slimmed down and attempts have been made to carry out thorough fiscal reform.

The significance of this seemingly irreversible shift in direction and policy cannot be over-emphasised. Up and down Latin America governments are talking the same language and incidentally learning from the mistakes and examples of other people. In this context, the Inter-American Development Bank (which meets this week in Nagoya, Japan) has become not merely a lending agency but a forum for channelling new ideas on macro-economic policy; and Mr Enrique Iglesias, its president, has established himself in Washington as *de facto* spokesman



The figure of Christ the Redeemer looks down from Corcovado on the city of Rio de Janeiro man for the region's financial

and reduce debt has become

one of the most remarkable
phenomena in the past year.

The Mexican treasury this year

could earn more than \$10bn

largely through the sale of

banks and the national tele-

phone company; Brazil over

the next two years could raise

\$15bn in privatisations while

Argentina has retired \$10bn of

debt in this way. The main

problem here is going to be

competition for funds and

investors.

Although the region's macro-

economic policies are pointed

in the right direction, the

results remain uneven. On the

positive side, a growing num-

ber of countries are over the

worst of the "lost decade" of

the 1980s and are beginning to

enjoy sustained recovery.

Recession has not prevented

the value of the region's

exports increasing in five years

from \$78bn to \$120bn, with the

1990 trade surplus standing at

\$26bn.

In part this reflects oil sales

(and Colombia's entry as an oil

exporter) alongside the con-

tinued strength of traditional

commodities such as coffee and

copper. However, agricultural

exports have diversified and

done well, as have non-tradi-

tional exports. One cannot

ignore either the continuing

impact of the vast illegal drugs

trade in undermining econo-

mies such as Bolivia, Colombia,

Peru and increasingly those of

central America.

Export surpluses have

helped cope with the large

demands to cover debt service.

Although the region's debt

stands at a daunting \$455bn,

the debt service ratio has

dropped from a high of 41 per

cent to 26 per cent at the end of

last year. Chile and Mexico last

month became the first coun-

tries to raise funds through

sovereign debt issues since the

onset of the debt crisis in 1982.

The debt overhang has

become more manageable and

a series of imaginative debt-re-

duction formulas has been

found. Mexico, Costa Rica,

Venezuela and, lastly, Uruguay

have achieved debt reduction

deals with the commercial

banks within the Brady Plan

formula. The Paris Club last

year approved seven reched-

bilateral debt, the softest terms

being extended to Bolivia and

Guyana.

Nevertheless, the debt bur-

den imposes constraints across

the board and will long con-

dition access to fresh external

funding. By the end of last

year four countries were
behind in their payments to
the International Monetary
Fund, five to the World Bank
and seven to the IADB. Indeed,
unpaid arrears largely explain

last year's lower level of net
capital transfers at \$19bn.

Total arrears increased \$11bn
to \$30bn last year, of which
nearly a quarter was

accounted for by Brazil, the
largest foreign debtor.

The most difficult debt cases
to resolve are also those econo-

mies still suffering hyper-infla-

tion - Argentina, Brazil, Nica-

ragua and Peru.

In varying forms, these gov-

ernments are paying the price
for past economic mismanage-

ment, combined with contin-

ued failure to hold down public

spending and introduce effec-

tive fiscal and monetary poli-

cies.

Since the beginning of the
year, both Argentina and Bra-

zil have introduced new adjust-

ment plans but it is premature

LATIN AMERICAN FINANCE 2

Commercial bank loans dominated in the 1970s and early 1980s, but the range of instruments has broadened, writes Tracy Corrigan

Borrowers rediscover the capital markets

THE trickle of Latin American borrowers returning to the international capital markets is gaining impetus. According to research by Salomon Brothers, capital flows into Latin America have grown from \$5bn in 1989 to over \$13bn for 1990.

While commercial bank loans dominated Latin-American finance in the 1970s and early 1980s, the range of both borrowers and instruments has broadened considerably in the last few years. Both state-owned and private companies have been able to tap the market using a variety of instruments, including bonds, securitised or collateralised debt, and share issues.

The improvement in economic conditions in some countries has been matched by a realisation that the performance of Latin American bonds, as opposed to loans, has been quite strong.

"The general perception of Latin American debt is coloured by the loan restructuring. But debt securities and equities have performed well in dollar terms," one banker says. "Over the last 15 years, the default rate for bonds has been less than 1 per cent."

Latin America has generally proved a good bond credit and a bad loan credit, reflecting, perhaps, differences in bond and loan structures. Bonds are much harder to restructure than loans, and defaulting on a bond issue would lead to loss of access to the capital markets for an indefinite period.

Mexico and Venezuela have completed Brady-style debt agreements, and embarked on economic reforms, while Chile has reached a comprehensive agreement with its private creditors. Investors have also realised that even distressed economies such as Brazil may have one or two strong companies.

Summary of capital flows to selected Latin American countries (1989-90 \$m)		
	1989	1990
Argentina	1,400.5	521.5
Brazil	150.0	408.3
Chile	1,149.9	2,045.4
Mexico	702.3	8,385.2
Venezuela	1,020.2	1,842.8
Regional	577.5	175.0
Total	5,000.4	13,886.0

Source: Salomon Brothers

Mexico, following a political and economic resurgence over the last few years, has been the at the forefront of the market, since it effectively reopened in 1989. It was the largest recipient of new capital flows in 1990, with a total of \$8.4bn, enough to cover the nation's projected current account deficit twice over, say Salomon Brothers.

To have access to the international capital markets, a Latin American issuer has to be at the top of its industry, financially strong, and a large generator of dollars. This means that there are only a dozen or so eligible names in Mexico, still more than in most other Latin American countries.

Pemex, the state oil company, has led the way with Eurobond issues in D-marks, Austrian schillings and dollars, as well as a US domestic offering. Pemex's recent dollar offering is trading at a premium to its face value, due to the country's well developed domestic markets.

The shortage of Mexican paper is likely to encourage Mexican borrowers to return to the markets, where they may find more attractive rates. However, a double digit coupon remains psychologically important; few investors will buy paper which matures in more than five years.



Pemex, Mexico's state oil company, has led the way with Eurobond issues in D-marks, Austrian schillings and dollars, and a US domestic offering

highly competitive rates.

Rates in Chile became very tight because of the growth of pension funds, which were restricted to domestic instruments. As their demand for paper could not be met by domestic issuance, there has been some relaxation of the rules. Chilean companies have little incentive to borrow outside their own market. However, Compania de Telefonos de Chile (CTC), the telecommunications company, issued nearly \$100m of shares as American Depository Receipts on the New York

stock exchange last year.

Chile contrasts with Mexico, where domestic rates are high, and the market extends no further than a year. For 30 to 90 day dollar funds, even the strongest companies have to pay between 17 and 18 per cent.

There have been a number of issues by Venezuelan companies, such as Sivensa Steel and Corimex Chemical. Petroleos de Venezuela, the Venezuelan oil company, raised DM200m last October. But Venezuelan companies are generally less well known internationally, and the economic fundamentals are less favourably perceived.

In other countries such as Brazil, Argentina and Colombia, still facing economic problems, there have been only a few privately-placed deals, usually for less than \$25m.

■ MEXICO: learning from past mistakes

In the final stages of privatisation

"A bigger state meant a reduced ability to respond to social demands and in the end greater weakness of the state... the state kept expanding while the welfare of the people collapsed." President Carlos Salinas de Gortari, November 1989.

If privatisation is the new buzzword in Latin America, Mexico can take much of the credit. Eight years ago, Mexico's government started selling its state-owned companies; some 250 privatisations later, the process is almost over. Within the next 12 months the country's 18 state-controlled banks, the remainder of its shares in the telephone monopoly, Telmex, and the steel company, Sidermex should all have been sold.

The government would be left with the state-owned oil company, Pemex, the federal electricity company, railways and postal services, among other enterprises. But Mexico's constitution keeps these strategic companies in state hands - and Mr Salinas, under pressure from the nationalist forces in his party, has vowed not to change the constitution. The Mexican privatisations have, as in the rest of the continent, been driven by the desire to raise money (this year the government could raise more than \$10bn from privatisations), to improve the efficiency of for-

mer state-owned enterprises, and make the government more responsive to social rather than industrial problems.

As in Chile, the other pioneering privatiser in Latin America, the desire has proved easier than the implementation.

Mexico's early privatisations were messy, ad hoc and poorly organised.

Mexicana, the state airline, was finally sold in August 1989, some three and a half years after Mr Salinas, then budget minister, had told the FT that its sale "was a fact". Cananea,

the copper mining company, was finally sold last year, four years and four bungled auctions after it was first put on the market. The biggest scandal came when the government pre-placed some non-voting bank shares in 1987 to bank employees and, it is alleged, to government sympathisers. The shares were greatly under-priced; those of the two biggest banks climbed by 3,000 per cent and 2,000 per cent respectively over the seven months after the string-pulling and bribes.

But with Mexico's privatisation programme entering its final stage, the government seems to have learnt from many of its past mistakes. Recently, it has been much more careful in evaluating companies before putting them up for sale. It has introduced a two-stage bidding process for the sale of the banks and Telmex - one stage to weed out undesirables and another to select the highest bidder. The new process largely rules out string-pulling and bribes.

Later this year, the government is expected to sell the remaining 36 per cent stake in Telmex through an international share offering which could fetch roughly \$3bn. This will be the first time a develop-



Chief of Staff Cordoba: realised the difficulties

The Salinas administration has also done a much better job at spelling out the regulatory structure the companies will face in the private sector. In the case of Telmex, the government set fairly rigid quality standards, price controls and conditions of competition.

In December, a consortium headed by the dynamic Mexican businessman Mr Carlos Slim Helu paid \$1.75bn for a 20 per cent controlling stake in Telmex, the largest-ever cash purchase in a developing country privatisation programme. The new company looks to be keeping to the regulations set out by the government - although earlier this year it had to waive temporarily a price increase owing to popular outcry. Over the next three years the consortium says it will invest \$5bn in improving quality of service.

Later this year, the government is expected to sell the remaining 36 per cent stake in Telmex through an international share offering which could fetch roughly \$3bn. This will be the first time a develop-



President Salinas: financial liberalisation set the scene for bank privatisation

ing country has sold a public company through the international capital markets.

Similarly, the Salinas government shrewdly laid the grounds for the bank privatisation in 1989 when it overhauled the financial system. It liberalised bank lending and deposit rates, and ended the compulsory channelling of credit to preferred sectors. Subsequently it introduced legislation that facilitates universal banking (when banks, brokerages and insurance agents are under the same roof), but prohibited the formation of integrated industrial-financial conglomerates.

In selling the banks, the ministry of finance has gone to great lengths to avoid accusations of selling them too cheap, or that it is giving them away to its friends. Booz Allen and McKinsey, the management consultants, have just finished valuing nine banks apiece. Each bank has to value itself and a national banking commission makes still further valuations.

The government started privatising banks on February 19

or Mr Fernando Senderos of the conglomerate Deos (20 per cent of the voting shares will be bought by regional board members). Grupo Visa of Monterrey apparently is bidding for both Bancomer, the second biggest bank, and Serfin, which is also being bid for by Grupo Pulsar, owner of the brokerage Vector. Perhaps the most interesting bid is for Bancomex International from its 2,000 regional board members. Mr Jaime Corredor, Bancomex International chairman, has been travelling the country putting the bid together with full support from the government. In spite of its official position of neutrality with regards to bids, the government would clearly like at least one of the banks to be controlled by small shareholders.

Mexico's recent privatisations

have been made a lot easier by the improvement in the economy over the past couple of years. As the chaotic Brazilian and Argentine attempts at privatisations attest, selling state companies when the economic future is uncertain is a recipe for disaster - although the alternative of not selling loss-making companies may not be much worse.

Still, Mexico's privatisation unit in the Ministry of Finance deserves some credit for learning from its past mistakes, and improving the process of privatisation as the programme has continued. If the unit privatised itself, it could probably profit handsomely from selling its services to its Latin American neighbours.

Damien Fraser,
Mexico City

The Inter-American Development Bank has seen many changes since 1988, writes Nancy Dunne

An ambitious sense of purpose returns

THE news fluttered through the bureaucracy of the elegant Inter-American Development Bank headquarters in Washington. Greenpeace, the activist environmental group, was outside delivering an eviction notice - to make room for a forest.

The "eco-warriors" were handcuffing the bank, the protest seemed to evoke little alarm. Since 1988, when Mr Enrique Iglesias and Mr James Conrow came aboard the IADB as president and executive vice-president, the two have been steering the bank into the mainstream of environmental consciousness.

Officials point with pride to the creation of a new environmental division which reviews each project for potential negative impact. Six environmental projects were approved last

year and 13 are in train this year, totalling \$750m.

The bank has been restructured, and staff levels quietly reduced by about 18 per cent. Morale, at a low ebb in 1988, has rebounded and there is an ambitious sense of purpose.

This was defined by the intellectually restless Mr Iglesias, who works 15 hours a day, sleeps four hours a night and studies German and the piano in his spare hours. The IADB, he decreed, should be the main instrument of modernisation for Latin America. Furthermore, it would serve as a bridge with other international organisations and the industrialised nations, meeting frequently with Latin American leaders, explaining the region's needs and sensitivities to the rest of the world.

As planned with the last capital replenishment, the pace of lending has accelerated from a low of \$1.7m in 1988 to \$3.88m last year. The bank is expected to pour into Latin America \$5bn in 1991; \$6bn in

1992 and more than \$7.6bn in 1993.

Lending has moved into new areas with sectoral loans (comprising up to 25 per cent of the total), environmental loans, and small projects loans, targeted principally at women, young people, indigenous populations and low-income groups.

Operations have been decentralised with loan officers on the scene getting a greater say in various projects.

As the IADB has changed, so have the views of Mr Conrow, the second in command. Before coming to the bank, he was for four years the deputy assistant US Treasury secretary responsible for relations with the developing countries and the international financial institutions.

In those days, he saw the bank as an overpaid, sluggish bureaucracy, following outdated prescriptions for development, making poor loans to inefficient governments.

Thinking was so long-term, he says, that the bank never seemed "to get at the problem loans through local banks and non-governmental organisations (NGOs) to 'spread out' the benefits and create a thriving, legitimate small business sector.

At the US Treasury he had urged closer ties between the IADB and the World Bank. The two have been working in tandem on "fast disbursing" sectoral loans which enable governments to make basic policy changes. The idea was that the World Bank would conduct a two-year tutorial to get the IADB quickly into the process.

Now Mr Conrow has begun to wonder if relations have not become too close. "They might not have it right all the time," he says. "But we can learn from the World Bank's mistakes." With the World Bank supporting macroeconomic policy adjustments, the IADB can dig more deeply into sectoral problems to root out the structural impediments.

Both banks have been taking up the financing of Mexico's transportation and telecommunications networks, including the privatisation of TELMEX, the country's principal telecommunication company. Half the \$600m has been disbursed. Mexico, Bank officials say, has performed beyond expectations; the second \$300m tranche is likely to be approved in April or May.

Other changes have come. Lending has gone increasingly in private support for private investment and financial sector development. Emphasis has been placed on providing loan and technical assistance in the areas of scientific and technological development. The bank is providing analytical and technical support for the creation of regional common markets, the Paraguay-Parana waterway project, the integration of energy sources for Mexico and Venezuela and creation of a central American regional group. Attention has been paid to the ailing economies of Haiti, Nicaragua, Peru and Panama. In Haiti, where the government is considered weak, loans are made through NGOs. The other three are far in arrears that the IADB is not permitted to loan in them, but the bank is working with the governments to devise repayment plans and projects for each are "in the pipeline." For all the activity, the bank is not without its critics. Although Mr Iglesias and Mr Conrow said they were committed to reforming the IADB's poor environmental record, Mr Campbell Plowden of Greenpeace insists they are using through a destructive forestry policy in order to get up for such purposes, has not been consulted, he said.

"It's very easy to talk rain forest rhetoric and sustainability. It's not easy to achieve," he said. Mr Iglesias has taken the offensive against criticism by working with the United Nations Development Programme to produce "Our Own Agenda" for the region. He agreed with the environmentalists that "sustainable growth is not a luxury" but a prerequisite that made both economic and moral sense. Development must go on, he said, because poverty is one of the leading enemies to world environment.

JY/col/SD

TWO years ago in Amsterdam at the annual meeting of the Inter-American Development Bank, the Mexican finance minister, Mr Pedro Aspe, launched into a tirade against debt-equity swaps.

Except in special circumstances, they were inflationary. If attempts were made to make sure debt-equity swaps did not cause inflation, money had to be taken out of the economy to neutralise their effects on the money supply. This would result in a damaging rise in domestic interest rates.

However, fewer and fewer of the old-style debt conversions to which Mr Aspe was so antagonistic now take place in Latin America. Chile, which paved the way in encouraging foreign investment and a return of flight capital through debt conversions, is one exception. But the shrinking discount on its debt – now less than 20 per cent – has made it less attractive and little debt is now being converted.

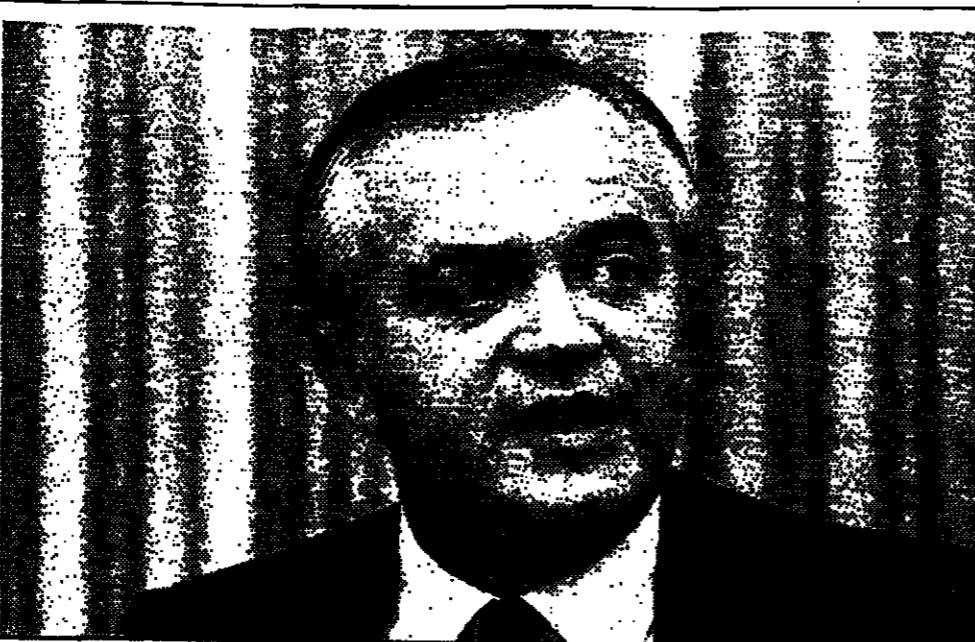
There is now excitement at the prospect for one of Mr Aspe's special cases: using debt conversions in privatisations. Because privatisation involves a transfer of assets from the public to the private sector, no monetary expansion results when the debt is converted.

Debt-equity conversions can still be controversial, even in privatisation: the selling of national assets to foreigners at subsidised rates is not necessarily widely popular. It can also be self-defeating, particularly when the conversions provide investors with a subsidy for an investment they would have made in any case.

In Argentina, this does not seem to be a worry. Government officials have talked of reducing the country's \$60bn foreign debt by 20 per cent through the current slate of privatisations. This may be ambitious. But, although the latest of the state airline, seems to have hit turbulence, there seems a political determination to push ahead.

In Brazil, where two steel manufacturers are on the block, progress is less certain, although expectations continue that it will establish a programme to help with its privatisation. It abandoned debt-equity conversions four months after the start of its 1988 rescheduling package. But Mexico has already auctioned \$3.5bn of rights to debt conversion in its privatisations, which include the telephone company and its banks.

While moving ahead with its



Pedro Aspe, the Mexican secretary of finance: launched trade against swaps

DEBT-EQUITY CONVERSION

Going out of style

privatisation plans, Venezuela has been emphasising new investment. It has held three debt-equity auctions since 1988, converting about \$250m of debt. This suggests estimates that it may ease up to \$2bn of debt over the next two years to encourage investment into big energy, tourism and infrastructure projects are ambitious.

Mr Mark Coombs, head of emerging markets at ANZ Merchant Bank, says: "There are still private sector corporate finance deals to be done using debt-equity conversions, but much of such corporate finance business will be large scale privatisation and these will be the main users of old sovereign debt."

The problem is that demand driven by privatisation will cause the supply of paper to dry up and prices will increase to the level where benefits become marginal."

Mr Paul Luke of Chartered WestLB, the London merchant bank, points out that in spite of the risks, converting public debt into equity in privatisations, particularly in Argentina and Brazil, may well be a rational choice. In both countries, the private sector runs significant surpluses, while the pub-

lic sector continues burdened with heavy deficits.

Figures cited by the World Bank in its quarterly *Financial Flows to Developing Countries* suggest that debt-equity conversions have slowed in recent years. From their peak in 1988, where \$13.8bn of swaps were estimated to have taken place, the figure dropped in 1989 to about \$12bn and last year to an estimated \$11bn.

But debt-for-equity is not the only way in which countries

have managed to erase their old debt. Less important from a numerical point of view, Bolivia has led the way in so-called "debt-for-nature" swaps where debt is cancelled to finance environmental projects. The Dominican Republic has set up a four-year programme that will convert \$80m of debt, 10 per cent of its external debt, into funds for conservation.

The Inter-American Development Bank has agreed a \$30m debt-for-nature swap deal with the Mexican government. The Bank will buy Mexican foreign debt and the government would spend money saved from the purchase on restoration of parts of polluted Mexico City.

Debt-for-development swaps have also benefited in a small way a number of Latin American countries, notably Ecuador, Peru and Costa Rica. However, new US bank accounting rules have reduced the incentive for US banks to donate debt to non-profit organisations.

Only two countries, Yugoslavia and Peru, have introduced formal debt-for-export schemes, where countries are allowed to cancel a portion of their debt in return for the export of domestic products. Debt is cancelled and cash paid according to different ratios, depending on the type of exports. However, such swaps seem unlikely to be widely used. Most governments would see cash as preferable to cancelled debt. As the World Bank has pointed out, widespread use of such programmes would also tend to promote inefficient exporters.

Bank debt is also disappearing through cash buy-backs, although only 9 per cent of Venezuela's bank creditors chose this option in its recent Brady deal, and bond-for-debt exchanges. Of these, the \$3bn exchange of bonds for Mexican debt under the Brady plan is the largest. It may remain so, depending on the discounts agreed on the restructuring of the bank debt of Brazil and Argentina.

Finally, another avenue of debt conversion has also appeared, which involves the cancellation of official debts. Bolivia and Brazil pioneered an agreement where Bolivia's debt to Brazil would be cancelled in return for Bolivia's purchase of Brazilian bank debt and its subsequent cancellation.

In the US Enterprise for Americas Initiative and the deal agreed last month between the Paris Club of creditor governments and Poland, official creditors have the option to cancel official debt in exchange for local debt.

Stephen Fidler,
Euromarkets
Correspondent

DEBT CONVERSION PROGRAMMES IN SELECTED COUNTRIES (\$bn)							
	1985	1986	1987	1988	1989	1990	1985-90 % share
Argentina	-	-	160	1,057	1,224	8,950	9,421
Bolivia	-	-	448	235	146	850	1.3
Brazil	485	173	300	5,688	2,513	1,000	9,224
Chile	277	927	1,854	2,369	3,122	978	10,047
Colombia	-	-	-	-	-	-	0.5
Costa Rica	-	7	104	29	130	989	1,259
Dominican Republic	-	-	-	-	-	-	0.5
Ecuador	-	-	128	261	24	45	468
Jamaica	-	-	-	9	25	22	0.1
Mexico	-	413	4,282	5,731	2,623	9,782	22,801
Nigeria	-	81	450	931	614	1,551	3,827
Philippines	-	-	-	118	27	25	0.3
Uruguay	-	-	340	230	380	2,619	3,579
Venezuela	-	-	-	134	1,400	710	2,244
Yugoslavia	-	-	-	-	-	-	3.5
Total	742	1,601	7,608	17,513	12,473	24,860	64,813
	100						

Source: Institute of International Finance and ECDI

DEBT CONVERSION PROGRAMMES							
	1985	1986	1987	1988	1989	1990e	1985-90 % share
Debt-equity swaps	497	822	3,271	6,236	4,808	10,953	26,367
Local currency payments	-	63	87	1,521	3,422	730	5,833
Debt buy-back/exchange	-	-	1,674	968	10,333	13,195	20.4
Local currency conversions	156	438	708	1,639	2,238	2,574	7,941
Private sector restructuring	63	279	3,454	4,340	3,113	500	11,775
Total debt conversion	742	1,601	7,608	17,513	12,473	24,860	64,813
	100						

Source: Institute of International Finance

BRAZIL: privatisation under pressure

Problems for the sell-offs



Collor: eager to end delay

"BRAZIL'S privatisation programme is becoming increasingly like the boy who cried wolf," says Mr Ken Baxter, whose bank Boozz Shommer is trying to put together a fund of potential foreign investors.

"The government wants us all to get excited at this stage but we've seen it all before."

He is one of many who are beginning to think that the Brazilian government has bitten off more than it can chew with its ambitious programme to raise \$12bn from the sale of 28 state companies by the end of 1992.

The forthcoming sell-offs all in the steel, petrochemical and fertiliser sectors are fraught with problems. But the programme is way behind the schedule announced in March 1990 to sell six companies last year, and President Fernando Collor is eager to delay no longer. Potential buyers fear he will insist on quick sales, glossing over vital details which could cause problems later.

Mr Baxter points out "the British took years over privatisation and appointed top-rate advisers and expertise. Here they're trying to do it in a quarter of the time with some very suspect advice."

Such doubts are important. With Brazil in its worst recession for 47 years and possessing only a small stock market, the privatisations are reliant on foreign money for success.

"There is no doubt that foreign capital is very important," says Mr Licinio Velasco, direc-

tor of privatisation at the National Development Bank (BNDES) which is overseeing the process. "But the big difference between ours and other privatisations is our immediate fund of money is very great."

Mr Velasco claims: "without even thinking of new money we have a fund of between \$70bn and \$100bn." This consists of between \$30bn and \$40bn of MYDFAAs, Brazil's main foreign debt instrument, \$10bn in internal debt, \$30bn of blocked cruzados seized in a drastic assets squeeze last year and \$3bn in privatisation certificates which banks and financial institutions have been forced to buy.

With all proceeds from privatisation committed to reduce Brazil's \$120bn foreign debt, the sales will be less a matter of willing buyers eager to invest in Brazil and more of shuffling of papers. Many buyers have already written off. The attempt to force banks into buying privatisation certificates and to persuade Brazilians to use their hard-earned blocked cruzados have added a sour taste to the process.

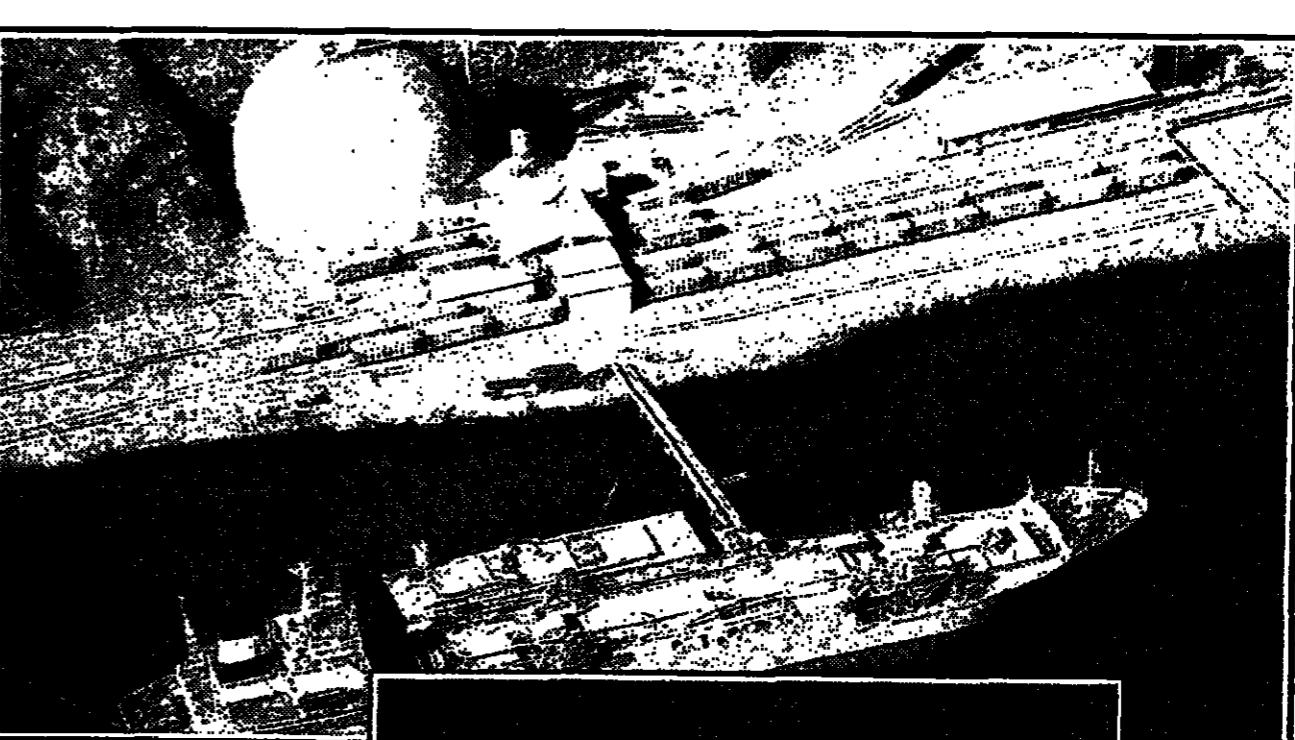
Foreign debt conversions are expected to be the main currency and Mr Eduardo Modigliani, head of the programme, says he expects privatisation to be "MYDFAA driven". The discount rate for conversions has been set at 25 per cent, though regulations governing conversions are still to be announced. Also to be decided is whether

there will be a minimum holding period. The National Securities Commission wants shares to be held for 45 months, which many see as a deterrent.

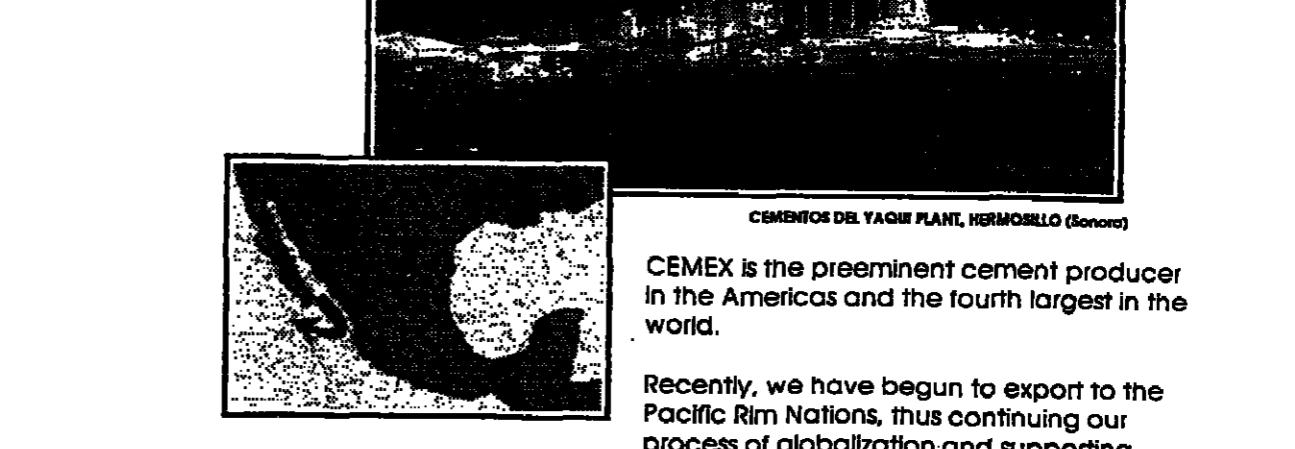
Brazil believes its rules for foreign participation are fairly liberal. Although foreign banks can hold only 40 per cent of voting shares they can put up 100 per cent of the capital through joint ventures.

In spite of doubts that Brazil is trying to do too much too soon there is considerable foreign interest with many leading banks setting up large funds. The first privatisation is likely in July and the company, Usiminas, has attracted the most interest. The prospectus on this

is to be decided whether



GUAYMAS TERMINAL (Sonora)



CEMEX is the preeminent cement producer in the Americas and the fourth largest in the world.

Recently, we have begun to export to the Pacific Rim Nations, thus continuing our process of globalization and supporting Mexico's new strategy for development.

CEMEX
cementing growth

For further information contact: Gustavo Caballero, Financial Director, CEMEX, Av. Constitución 444 Pte., 64000, N.L. México, Tel (83) 515-100.

Christina Lamb
Rio de Janeiro

the discount, and the composition of the basket.

However, in the opinion of one senior Mexican trade official, the treaty is a disaster and partly responsible for the fall in intra-regional trade from \$12.1bn in 1981 to \$9.92bn in 1988.

Part of the problem is that countries bargain over the discount and not over the actual tariff rate. Thus although a 90 per cent discount on a 100 per cent tariff rate is equivalent to a 50 per cent discount on a 20 per cent tariff, this was not recognised by the treaty. Countries apparently deliberately raised their basic tariff rates, (which everyone outside the bilateral negotiations had then to face) so as to enter bilateral negotiations in a stronger position. Worse still, many raised basic tariff rates still higher after negotiations were concluded, reducing the impact of the negotiated discount.

The second problem was that the basket of goods covered was unrepresentative and incomplete. In 1988, it included just 40 per cent of the goods traded. By keeping some goods in the basket, and some out, government distorted trade and production within the region.

On April 5, members of the LAIA are due to report on some proposals by the Mexican administration to reform the treaty. These would force governments to negotiate actual nuclear technology simply to match Brazil's programme. The proposed common market will force the countries to work more closely together; it will reduce trade barriers and require them to co-ordinate exchange rates and monetary policy.

Ironically, probably the biggest obstacle to a more substantial integration in the region is Latin America's 1980 Montevideo trade treaty, which gave birth to the Latin American Integration Association (LAIA). The treaty was meant to encourage greater flexibility in trade negotiations between member countries by allowing them to negotiate bilaterally rather than multilaterally. Under the terms of the treaty a country could offer a specific discount on existing tariffs on a certain basket of goods to another country. The two countries would then bargain over

Damian Fraser,
Mexico City

with countries outside the region. As long as Latin America's economies continue to produce roughly the same things rather inefficiently, opening their economies to the rest of the world will be far more economically significant than opening up to each other.

But the trade deal's political impact could be important. For the first time in years most of Latin America's leaders, all of whom are now democratically elected, get on with each other. Many of the trade agreements being discussed appear primarily to be means of cementing the current good relations between the countries. In Mexico, for example, the foreign ministry has been pushing for trade deals with Latin American neighbours in the hope this will reassure those at home and abroad that the country is not becoming overly protectionist.

Given the instability in many of Latin America's economies, high inflation and widely different social conditions, a common market on the European model seems far-fetched. But some core treaty across the continent, followed by a series of overlapping bilateral trade deals, seems within its reach. But unless such a treaty is accompanied by continued liberalisation with respect to the rest of the world, the economic impact will be slight.

LATIN AMERICAN FINANCE 4

THE market in developing country debt has been transformed in a matter of 18 months. The reason: the end of a six-year bear market and the creation of new securities which offer holders easily tradeable investments.

It was a market that seemed doomed to self-liquidate in the 1980s, as the bank loans were bought back, exchanged or converted into local currency by governments keen to reduce their debt.

Now, this seems less likely. Traders have extended their brief to include, for example, domestic securities in dollars and local currencies and blocked currency accounts, and the number of countries whose debt is traded has widened significantly over the last year. Some are suggesting that a market for the trading of government-to-government debt is a possibility.

Yields on paper from some countries have also been pushed down to levels low enough to encourage the issue of new securities, for example, from Mexico, Venezuela and Chile. This suggests that the market could eventually provide the basis for an offshore capital market for Latin America.

In the early years, prices were guided almost entirely by levels of bank provisions. It was a market with few external buyers, apart from the debtors themselves.

Many banks would be prepared to sell debt at a discount up to the level of their provisions, because by doing so they would free some of the provisions.

Higher provisions therefore chased prices in the debt market downwards. Except for the Japanese — and their future behaviour provides an interesting question for the market's future — most banks arrived in 1990 near to desired provisioning levels and pressure on prices thus abated.

The second development to transform the market has been the emergence of the so-called "Brady" bonds. These bonds have been exchanged for bank loans in a number of the Brady packages. The \$30bn created in the Mexico restructuring has been described as the largest single issue of bonds in history, and they are among the most actively traded securities in the international clearing systems.

At a yield of 13 per cent or more, the bonds, partly backed by US Treasury collateral guaranteeing repayment of principal after 30 years, have proved attractive to some investors.

THE DEBTY DOZEN										
Turnover in the LDC debt market and leading traders, ranked by volume										
Trading house	Rank		Turnover (\$bn)		Market value (\$bn)		Traders			
	1990	1989	1990	1989	1990	1989	JP Morgan	25	20	20
JP Morgan	1	1	16.0	14.0	75-100	70-80	Man Hanover	100	12	12
Man Hanover	2	7	14.5	8.0	130-150	100	Chase Manhattan	80-100	15	15
Chase Manhattan	3	4	14.3	9.8	90-100	70-80	NMB	80	11	11
NMB	4	2	12.5	13.4	70-80	80-70	Bankers Trust	80	10	10
Bankers Trust	5	5	10.5	8.5	80	60	Chartered WestLB	80-95	8	8
Chartered WestLB	6	5	10.1	8.9	100	80	First Chicago	80	5	5
First Chicago	7	-	9.4	5.3	100	80	Midland Montagu	80	11	11
Midland Montagu	8	-	9.0	4.7	50-60	50-60	Salomon Bros	80-95	12	12
Salomon Bros	9	-	8.8	4.2	125	80	Barclays Santander	80	6	6
Barclays Santander	10	6	8.5	7.5	90	80	Chemical bank	70	7	7
Chemical bank	11	11	7.5	5.5	80	50	Morgan Grenfell	70	5	5
Morgan Grenfell	12	-	7.0	5.5	-	-		100-120	5	5
	12	-	7.0	7.0	80-100	80-100				

Open includes activities other than straight trading; all traders worldwide

Mid-range of market estimates

Last six months of 1990

Total over 1000 items in 1990. In 1988 Latin America's \$11.5bn turnover placed it third

Source: RISK magazine

DEBT IN THE DEVELOPING COUNTRIES

A market transformed

particularly with the fall in yields of other US assets.

The liquidity of these instruments has to some extent quietened the long-standing debate about whether trading in debt really constituted a market.

New traders have narrowed buyer-seller spreads significantly — on the Mexico Brady bonds this is now typically 1% to 2% of a percentage point.

A large group of traders now carry inventories of LDC debt, and brokers, such as Intercapital and Tullett & Tokyo, have entered the market and have made an impact.

This, agrees Mr Ric Haller of Morgan Grenfell, is the main source of profitability for his team, which moved over in the middle of last year from the now-closed consortium bank Libra.

Others traders are more oriented towards market niches. Some, such as NMB of the Netherlands, appear to have eschewed market volume for what they call "value-added" business, for example using debt conversions to provide corporate finance solutions either for multinational or domestic companies.

Others point out the heavy selling — from Middle East banks and the London consortium banks and elsewhere — that was absorbed into a stable to rising market last year.

(However, market trading volumes are still hotly disputed and subject to double-counting and exaggeration. This makes tables such as that accompanying this article

highly approximate.) Mr Lépine also believes the market's reputation for volatility is overplayed. While twice as volatile as the US Treasury bond market, he calculates it is significantly less volatile than, for example, the S&P 500 index of US stock prices.

Options are being marketed over-the-counter by some banks, particularly from the US, and have found buyers. Along with a growth in sophistication, there has been an increase in trading. Because buyer-seller spreads have come down and arbitrage opportunities have been ironed out, many traders now attempt to make money by taking positions.

This, agrees Mr Paul Luke of Chartered WestLB, the London merchant bank, says: "Institutional buying is growing all the time."

However, it is from a modest base, and the debtor countries themselves — particularly if the heavy schedule of privatisations goes ahead in Argentina and Brazil and they obtain debt restructurings with the banks — still seem likely to provide the main source of buying for some time to come.

Stephen Fidler

Although US institutions continue to dominate the business, many are establishing a bigger presence in London. This is partly because the market has widened out from Latin America: according to traders,

NOBODY is saying it very loudly, because Latin America's recent history has made forecasters cautious. But it is being said all the same: the Brady plan is working better than many dared to hope.

The initiative launched by the US treasury secretary, Mr Nicholas Brady, in March 1989 was never seen, even by its proponents, as a panacea for the file of demanding country debtors. Reducing the debt burden was a necessary but not sufficient condition for economic recovery. Without profound economic reform from the debtor country, debt relief would fail.

The initiative shifted the focus of the international debt strategy, which changed the emphasis of the international debt strategy from debt creation to debt reduction. The idea was that official funds, mainly from the World Bank and International Monetary Fund, would be used to provide an incentive for commercial banks to agree to reduce their claims on debtor countries.

Particularly in Mexico, the first beneficiary of the plan, the combination of debt relief

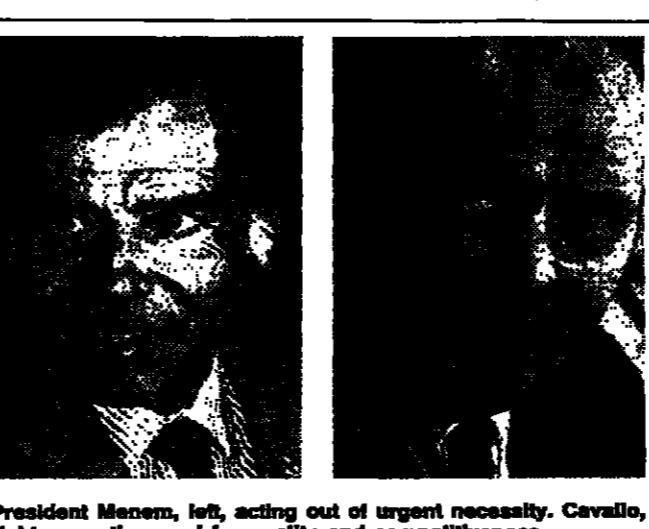
under the Brady plan and economic reform has engendered a third commodity, long in short supply in Latin America — confidence.

Greater confidence about the country's economic prospects is now being voiced outside the country. There is growing interest among foreign investors.

More important, domestic confidence appears to be building. This is leading to a steady

flowback of flight capital, money squirrelled overseas because of the wealth-endangering policies of successive governments.

The single most important indicator of domestic confidence is showing positive — domestic interest rates as measured by the rate the government pays to borrow through the short-term bill market.



President Menem, left, acting out of urgent necessity. Cavallo, right, sees the need for quality and competitiveness

■ ARGENTINA: a convert to private enterprise, but . . .

Proceeding with caution

PRIVATISATION is no longer a dirty word in Argentina. A country still notorious for its inefficient state enterprises, a sprawling military-industrial complex and a dependent private sector is becoming a convert to private enterprise.

Almost everything has become fair game for privatisation. For example, the Buenos Aires council has privatised many from street sweeping to the 200 and tax collection.

The federal government is planning to privatisate over 70 companies, making Argentina's the largest privatisation programme in the developing world. By the end of the process, only essential services, such as education, will remain under direct government control.

President Carlos Menem is acting out of urgent necessity. He needs to shed loss-making companies and use privatisation receipts to balance the budget and thus stem inflation.

Since coming to office in 1989, Mr Menem has carried out seven privatisations, raising over \$1m of foreign debt to date for equity swaps. Mr Menem plans to raise a third of the \$3bn commercial bank debt over the next two years.

Mr Menem's privatisation policy has been a typically Argentine affair. Brimming with enthusiasm, he rammed through privatisation after privatisation, without heeding calls for caution. Now that many predictions of disaster have come true, he has radically changed tack.

Not only did a vengeful Mr Menem fire Mr José Roberto Dromi, who as public works minister, was responsible for the fiasco, but he even abolished Mr Dromi's ministry.

Two of Mr Dromi's privatisations have come seriously unstuck. In February, the government suspended toll commissions covering 10,000 kilometres of federal highway because operators were charging unacceptably high tolls.

The sale of 85 per cent of Aerolíneas Argentinas to a consortium led by Spain's Iberia is stalled. Spain had offered \$260m in cash, plus \$2.5bn in a debt for equity swap and \$853m in investments in the next five years.

However, it refused to pay more than a \$130m downpayment, so the government did not transfer the shares. Both sides accuse each other of ignoring the contract. Furthermore, the consortium was given with a bitter dispute over financing and control of the airline.

The government now real-

ises that privatisation is a complex and time-consuming process. Mr Domingo Cavallo, the economy minister, and Mr Vittorio Orsi, planning secretary and the man in charge of privatisations, say they have learnt from Mr Dromi's mistakes.

Mr Orsi said: "Previously the emphasis was on reducing the foreign debt — which we still want — but we also emphasise the need to increase quality and competitiveness.

In the case of Mexico, it is rather striking that only 10 per cent of the banks had preferred new lending without debt reduction . . . That so few have chosen this option seems to confirm therefore that they judged the debt reduction plan inadequate to achieve completely satisfactory results."

Mr Orsi said: "Previously the emphasis was on reducing the foreign debt — which we still want — but we also emphasise the need to increase quality and competitiveness.

In the case of Mexico, it is rather striking that only 10 per cent of the banks had preferred new lending without debt reduction . . . That so few have chosen this option seems to confirm therefore that they judged the debt reduction plan inadequate to achieve completely satisfactory results."

They are proceeding with great caution, even at the cost of delaying badly-needed privatisation receipts. Officials now accept that the next big sale — the privatisation of SEGBRA, the greater Buenos Aires electricity company — will take at least a year to complete.

President Menem is acting out of urgent necessity. He needs to shed loss-making companies and use privatisation receipts to balance the budget and thus stem inflation.

Since coming to office in 1989, Mr Menem has carried out seven privatisations, raising over \$1m of foreign debt to date for equity swaps. Mr Menem plans to raise a third of the \$3bn commercial bank debt over the next two years.

Mr Menem's privatisation policy has been a typically Argentine affair. Brimming with enthusiasm, he rammed through privatisation after privatisation, without heeding calls for caution. Now that many predictions of disaster have come true, he has radically changed tack.

Not only did a vengeful Mr Menem fire Mr José Roberto Dromi, who as public works minister, was responsible for the fiasco, but he even abolished Mr Dromi's ministry.

Two of Mr Dromi's privatisations have come seriously unstuck. In February, the government suspended toll commissions covering 10,000 kilometres of federal highway because operators were charging unacceptably high tolls.

The sale of 85 per cent of Aerolíneas Argentinas to a consortium led by Spain's Iberia is stalled. Spain had offered \$260m in cash, plus \$2.5bn in a debt for equity swap and \$853m in investments in the next five years.

However, it refused to pay more than a \$130m downpayment, so the government did not transfer the shares. Both sides accuse each other of ignoring the contract. Furthermore, the consortium was given with a bitter dispute over financing and control of the airline.

The government now real-

THE BRADY INITIATIVE

Unexpected success



Witteveen: few banks chose debt reduction option

Venezuela and Mexico, but of greater importance, for example, for Brazil, where a higher proportion of debt is owed to foreign governments.

A number of developments will help alleviate this problem, at least for some. Bolivia, for example, as one of the poorer of the continent's countries, has benefited from debt relief under the Toronto terms. The US Enterprise for Americas Initiative also suggests a reduction of 50 per cent in up to \$7bn in US aid loans in Latin America, and up to \$300 of official trade debt will be eligible for relief.

However, the agreement by the Paris Club of creditor governments to allow at least 50 per cent of debt relief for Poland will certainly intensify pressure for other middle-income countries to gain the same benefits.

While creditors will find such pressure will become increasingly difficult to resist, significant movement on this front should probably not be expected soon.

Two years after the launch of the Brady Initiative, Latin America presents a mixed picture. Mr Shaheed Hussein, World Bank vice-president for Latin America and the Caribbean, divided the continent into three camps.

● Countries with sustained economic adjustment during the 1980s: Chile, Mexico and Bolivia.

● Those attempting adjustment, with varying degrees of success, but having made more recent attempts at change: Brazil, Argentina, Colombia, Costa Rica, Jamaica, Venezuela, Ecuador and Paraguay.

● Countries with economies suffering from economic mismanagement or regional conflicts, but making some efforts at reform: Peru, Nicaragua, Honduras, El Salvador and Guyana.

Even allowing for the expected public optimism of World Bank officials, here is a more positive picture than could have been painted two years ago. This is in spite of the questions that remain over whether Brazil and Argentina, which are so important for the continent as a whole, will be able to secure comprehensive debt agreements with banks.

However, neither the Brady initiative nor any possible successor, will eliminate failure and the initiative, in spite of its flaws, has provided hope where previously there was little.

Stephen Fidler

This announcement appears as a matter of record only.

MANAGEMENT

ABB Asea Brown Boveri

First the creation — but the fruits have still to be fully realised

William Dullforce examines the electrical engineering group's continuing struggle to digest its acquisitions

The testing time has come for Percy Barnevnik and his management principles. Three and a half years after he set out to build the world's strongest and most profitable electrical engineering company from the merger between Sweden's Asea and Switzerland's Brown Boveri, the widely praised managerial skills of the bearded Swede are being stretched.

First, ABB is having to cope with a general economic downturn before it has been fully trimmed into shape. Second, Barnevnik is having to devise fresh ways of maintaining dynamism and the drive for excellence among managers while the group is still digesting large acquisitions. Sales have shown a 50 per cent spurt over the past two years, while at the same time management responsibility has been vigorously decentralised.

ABB's creation in January 1988, and the speed with which Barnevnik set about merging plants, trimming staff, cutting costs and grabbing market shares through takeovers triggered an unprecedented transformation in the world's electrical power industry.

Now, Barnevnik considers, "the major long-term surviving groups have been formed". These he sees as including General Electric in the US, Siemens of Germany, the new alliance of Britain's GEC and France's Alsthom and the big Japanese groups.

For ABB "it is time to consolidate what we have achieved, particularly in Western Europe and North America". From the beginning Barnevnik stated his intention of making ABB the lowest cost competitor in the business. He admits that General Electric is still better. "Maybe not in each product — they have a lot of other businesses which means they are not strictly comparable, but as a corporation GE is clearly more profitable than we are."

As a means of bringing ABB to full competitive strength, Barnevnik still has complete faith in the matrix management

structure he imposed on the newly created group in 1988. Activities are organised vertically by product into eight business segments and 50 business areas. Each segment is responsible globally for organising manufacturing units and product development.

Horizontally, the group is broken down into countries or regions. Under Barnevnik, a 12-member executive board divides responsibility for the business segments, geographical regions and corporate operations.

Finally, Barnevnik is concerned with "managing the worldwide economic downturn". Geographically, ABB



Percy Barnevnik: complete faith in matrix management

has so far felt the recession in North America, northern Europe, the UK and Australia.

Sales of power, transport and environmental equipment have held up well so far, but in their case the recessionary effect can be expected later.

Many of ABB's young managers have had no experience of running a company or profit centre in a recession. "I do not want ABB to be their learning school," Barnevnik says. Months ago he disseminated the message that they should plan for lower production and staffing levels this year.

There is no panic at ABB's Zurich headquarters; Barnevnik's programme has included continuing progress in the cut-

ting away of overcapacity, the rationalisation of manufacturing by closure of plants, and the re-allocation of products and reduction in overheads.

ABB's consolidated net earnings remained flat at \$550m in 1990 while group sales climbed by 30 per cent to \$26.7bn. The net profit suffered from a jump of \$14m in taxes and an estimated \$10m negative impact from the integration of Combustion Engineering (CE), the US power and plant automation group which Barnevnik bought in November 1990.

But operating earnings after depreciation advanced by 42 per cent to \$1.75bn, which indicates that the effort to improve cost competitiveness and manufacturing efficiency is succeeding. Pre-tax earnings rose by 21 per cent to \$1.1bn despite a \$33m increase in net interest charges as a result of the increased borrowing to pay for acquisitions.

Most important, order books totalled \$25.7bn at the end of December or 42 per cent higher than a year earlier. The balance sheet showed a healthy \$5bn available in cash and marketable securities.

Barnevnik is cautious about the outlook for 1991. He expects pre-tax earnings to reach "at least last year's level". In the longer term, he insists, continuing restructuring should put the group back on the track of sustained earnings growth.

A breakdown by product or business segment of the 1990 results throws up weaknesses which clearly need concentrated attention from management. Operating earnings in the industry segment, which covers mainly process engineering and automation equipment, fell by nearly 20 per cent despite a 70 per cent surge in sales. Admittedly, this segment was affected by the introduction of CE's large process automation business and Barnevnik believes it is now set to return to better profitability.

A 61 per cent dive in the already low profit level of the transport segment — mostly railway equipment — is attributed to some unprofitable

contracts but acquisitions and mergers have taken longer to digest than expected. However, Barnevnik points to the 60 per cent surge in new orders last year.

Performance also varied in the three power segments which account for nearly half ABB's total sales. The transmission and distribution businesses posted profit increases of over 40 per cent while the power plant managed only a 10 per cent advance despite a 70 per cent climb in sales. Barnevnik points to the jump in spending on research and development as a profit-inhibiting element in power plants.

Geographically, developments in North America, where ABB now generates 20 per cent of its turnover, will be as crucial as those in its European base. Barnevnik still has to show that his opportunistic grab for CE in December 1990 — which was widely seen

within the industry as over-stretching ABB's managerial capacity — will come good.

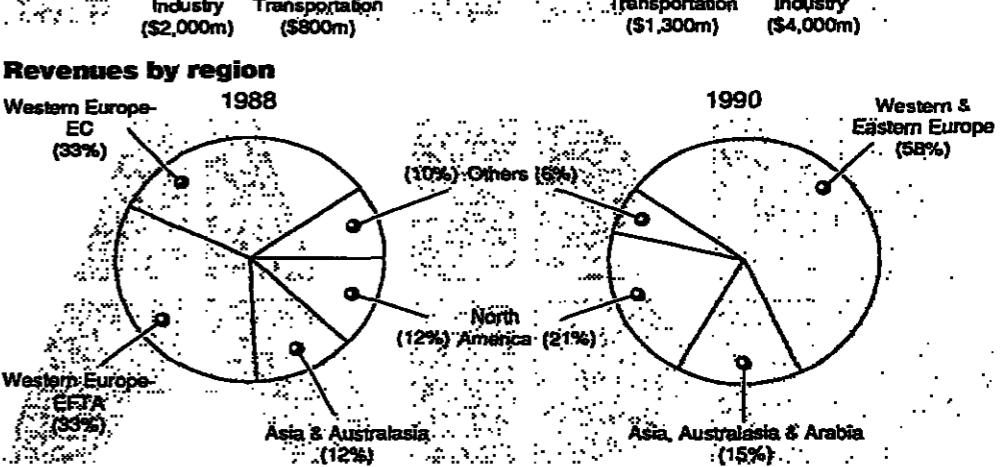
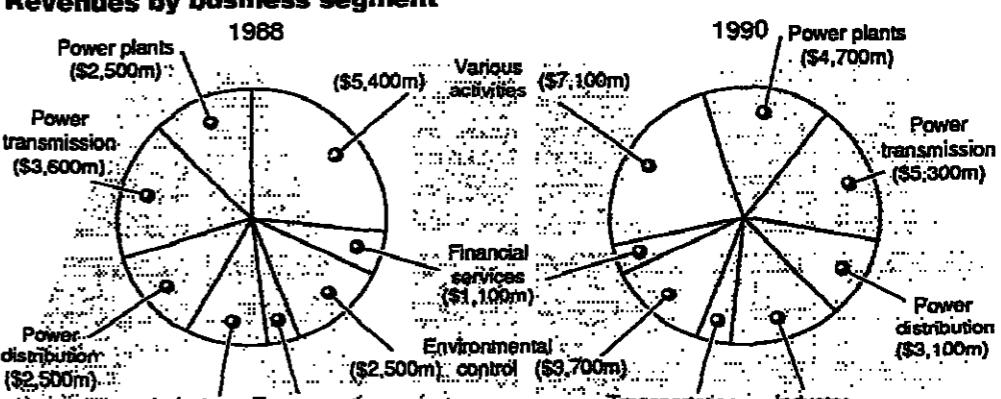
Barnevnik admits that the \$1.6bn price has imposed a financial burden on the group as a whole but he says CE is not losing money at the operating level and should be able to reach an acceptable level of return in another two years.

In spite of some bad contracts, CE had proved to be "not a hell of a lot worse than we thought but not better either". Barnevnik has recouped \$60m of the price through dis-investments. The remaining workforce of 30,000 has been cut by 5,000; headquarters staff is being reduced from 600 to 100; plants are being merged in the US and Canada; spending on research and development has been substantially increased; and the American managers, according to Barnevnik, are making rapid progress in meeting ABB's objectives.

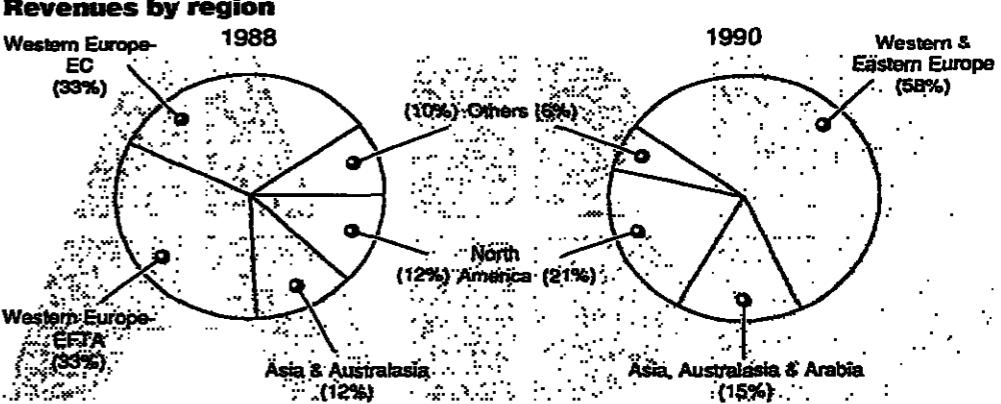
"You cannot become the first new entrant in a century into the US power field smoothly and nicely. You are bound to pay for that strategic value," Barnevnik says.

With the integration of CE and the transmission and distribution business which it

Revenues by business segment



Revenues by region



took over from Westinghouse, ABB has become "an American producer and exporter with a unique breadth" in the power field. Barnevnik says: "The US power utilities like having a competitor in the field that really believes in power. Things are going right in North America," he adds.

In Europe, Barnevnik believes, it will really be a question of survival of the fittest when the European Community moves to free cross-border competition in the power and transport fields some time after 1992. After three years the restructuring is well advanced and the profitability of ABB's European companies is far ahead of its newly acquired American units.

Last year ABB resolved a crisis in relations with the Finmeccanica group in Italy. Problems surfaced after ABB's acquisition of CE's boiler business, which the Italians saw as threatening their own production of boilers. The deal agreed in 1988 was rearranged to leave ABB with the transformer business. Finmeccanica and Ansaldo retain the boiler and turbine business and licence ABB turbines.

With restructuring already having a favourable effect on profits in its original bases in Germany, Switzerland and the Nordic countries, ABB has joined in the race for business over the next couple of years.

The outcome would have been better, had ABB been able to take a minority holding in the turbine and boiler operation, but "we have the transformers, 10,000 people and a \$1.5bn annual business" in Italy, Barnevnik says.

He is upbeat about developments in Spain, where he was last year criticised for taking over Cenemesa, Conelec, Cademeca (CCC), the loss-making power plant and transmission group just after buying CE.

ABB is now effectively merging the former businesses in Spain and Portugal of GE, Westinghouse and Brown Boveri.

Again, it will take a couple of years for the Iberian operations to reach respectable profitability but Barnevnik voices satisfaction with the speed at which plants are being closed and merged, new machinery is being moved in and working capital is being shrunken. Orders are "pouring in again" he says.

With restructuring already having a favourable effect on profits in its original bases in Germany, Switzerland and the Nordic countries, ABB has joined in the race for business over the next couple of years.

This is an unusually defensive list for the aggressive industrialist who shook up the industry for three years. Speed remains the essence of Barnevnik's style but it is likely to be applied strictly inwards for the next couple of years.

LEGAL NOTICE

JUON PLASTICS LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 45(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at:

Cork Gully, 9 Greyhairs Road, Reading, RG1 1LQ on 18 April 1991 at 10.30 am for the purpose of considering the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, adjourn a further meeting to be held at the same time and place on any day appointed by or under the Act.

Creditors are only entitled to vote if:

(a) they have been delivered to them at the address above a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, adjourn a further meeting to be held at the same time and place on any day appointed by or under the Act.

(b) there has been lodged with me any proxy which the creditor intends to use on his or her behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned, photocopied (including typed copies) are not acceptable.

Dated: 29 March 1991

J. V. Vought
Administrative Receiver

No. 602571 of 1991

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
IN THE MATTER OF TYNWALL HOLDINGS
PLC

- B.R.C. -

IN THE MATTER OF THE COMPANIES ACT
1985

NOTICE IS HEREBY GIVEN that a Petition was on the 7th March 1991 presented to Her Majesty's High Court of Justice for the confirmation of the winding up of the above-named Company from £20,000,000 to £40,000,000 on 23/3/91.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before Mr Justice Peter J. Mervyn Davies at the Royal Courts of Justice, Strand, London WC2, on Monday, the 15th April 1991.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital should appear at the said hearing in person or by attorney for that purpose.

A copy of the said Petition will be furnished to any such person requesting the same by me or the under-named Solicitors on payment of the regulated charge for the same.

Dated this 3rd day of April 1991

NORTON ROSE
10 St James's Square
P.O. Box 676
Cambridge Street
London EC2A 7AN
Solicitors for the said Company

Notice of Appointment of LPA Receivers
GENLOG LIMITED

PROPERTY AT 54 The Oval Kennington

Registered number: 2215970

Date of appointment of LPA receiver(s): 28

Name of person appointing the LPA receiver(s): Joint LPA Receivers (office holder/s) A R

Address:
8557 High Holborn
London WC1V 6DX

BLYTH HASEL LTD

In Administrative Receivership

The Joint Administrative Receivers offer for sale, as a going concern, the business and assets of the company which operates as removers, hauliers and warehousemen.

- Freehold property of 20,000 sq ft on a 3.4 acre site at Woodbridge, Suffolk
- Freehold property of 60,000 sq ft on a 3 acre site at Brandon, Suffolk
- Leasold property at Lowestoft, Suffolk
- Substantial vehicle fleet
- Valuable contracts
- Turnover c. £1.6 million per annum

For further details, please contact:

Stuart MacFadden Patrick Wadsworth
Tel 0394 385255 Tel 071 436 3636
Fax 0394 387943 Fax 071 436 6603

or write to the Joint Administrative Receivers at:

Kidsons Impney, Friars Court, 30 Princes Street, Ipswich, Suffolk IP1 1RJ

**KIDSONS
IMPEY**
Chartered Accountants

En Con Gmüll Consulting

Recycling

Highly successful and profitable smaller/middle-size enterprise in West Germany with much potential for further growth is available for sale.

Waste-Industry Processing/Clearing up

Principals interested in this dynamic and very well organized company, please contact:

Hausmannstrasse 31 Telephone (0919) 7746/2016
D-7285 Wittenbergen Fax (0919) 7746/2807

FOR SALE

MODERN SAWMILL, CONTRACTING AND TIMBER PROCESSING GROUP

The proprietor of this successful group situated in the South East of England wish to dispose of all or the majority of their interests. The group turnover is currently £3.5m p.a. and growing. Profits have been maintained throughout the recession and the business is ready for its next phase of growth. The existing management will be available to continue subject to negotiation with the purchaser.

For further information:

Write to Box H 8374, Financial Times, One Southwark Bridge, London SE1 9HL.

SHOPFITTING COMPANY FOR SALE

Long established and profitable. Turnover £1.7 million. Blue chip customer base, skilled workforce. Situated North West.

Write Box H 8375 Financial Times,

One Southwark Bridge, London SE1 9HL.

BUSINESS FOR SALE ALSO APPEARS

ON PAGE 10

EW has outlined others due to policy of fair play and value for money. Supper from 10-30 am. Glitterbox Business Centre, 100 Regent St, W1 2PT 0171 734 0027

COMMODITIES AND AGRICULTURE

Reports of Soviet strike losses boost nickel prices

By Kenneth Gooding, Mining Correspondent

NICKEL PRICES rose on the London Metal Exchange yesterday on reports from the Soviet Union suggesting that strikes at the Norilsk mining-refining complex in northern Siberia had halted output of the metal.

Analysts said the situation was potentially serious because Norilsk was the largest exporter and the Soviet Union usually supplies between 70,000 and 100,000 tonnes of nickel to the west each year. It accounts for about 15 per cent of western world consumption.

Norilsk produces platinum group metals as by-products and Mr Andy Smith, analyst at Union Bank of Switzerland, suggested that any production problems would hit the rhodium market hardest.

Rhodium, an essential material for some anti-pollution catalysts, was more than doubled in price in the past year to US\$6,350 a troy ounce. The Soviet share of world supply of rhodium is usually 40 per cent but there are indications its stocks are very low.

On the LME last night, cash nickel closed at \$3,060 a tonne, up \$12.50.

European hedge for NY coffee

By Barbara Durr in Chicago

NEW YORK'S Coffee, Sugar & Cocoa Exchange (CSC) begins trading today in a contract providing traders, producing countries and European roasters with a hedging medium when dealing in arabica coffee for delivery in Europe.

The Euro-differential contract, as it is called, is based on the price differential between delivery of the CSC coffee "C" futures contract in New York and Europe. This difference results from currency fluctuations, freight rates and supply and demand imbalances between the two locations.

Europe has seen growing demand for mild arabica coffee and the contract is described as a solution for those needing to hedge European coffee. A London Futures and Options Exchange arabica coffee contract has not done well since

being launched last month, but the CSC says that it designed its contract at the request of the European coffee trade. It will work like this: If a dealer brings coffee to a CSC warehouse for 90 cents a lb, he can hedge his purchase until he sells to a roaster in the CSC coffee "C" futures market, say, 95 cents a lb. But if he estimates the cash price in Europe at 98 cents, he could additionally sell Euro-differential futures for another three cents a lb.

If the European cash price then falls to 92 cents, and coffee "C" contract is still trading in the US at 95 cents, the coffee "C" futures hedge would not have done any good, but the dealer could still recoup the full 8 cents through his Euro-differential futures contract.

Euro-differential prices will

be quoted in cents a lb, Europe minus New York, plus \$10. This is necessary because it is possible for European prices to fall below New York's resulting in negative prices and price quotation systems cannot process negative numbers.

The CSC believes the new contract will bring more business to the "C" futures market, though it can be traded separately. To attract users, the exchange and its clearing house are waiving contract and clearing fees on the new contract for the first six months. Margins have been set at \$200 per contract.

Using the Euro-differential

contract together with the "C" contract allows for delivery to Antwerp, Belgium; Bremen and Hamburg, Germany; or Amsterdam/Rotterdam, Netherlands.

Sugar outlook 'depressing'

By David Blackwell

THE OUTLOOK for sugar prices is depressing in the near term with China staying out of the market, Mexico looking to reduce surplus purchases, India exporting and Thai production rising, according to E.D. & F. Man, the London broker. The same factors are also putting the premium for white sugar over raws under threat. Man says in its monthly sugar market report. White sugar supplies are not likely to slow down in the second quarter as

the weather conditions, particularly unusual rains and a large-scale pest attack, the differences of opinion on the crop estimate has once again brought to the fore, much to the government's embarrassment, the lack of facilities to make a scientific assessment.

As the crop has turned out to be much smaller than originally forecast, prices of medium staple variety of cotton have gone up by 35 per cent and of long staple variety by 50 per cent since the beginning of the season. Traders say that there will be a further rise in prices, particularly of better varieties, in the coming weeks.

• Pakistan's next cotton harvest could yield 11.5m bales up from this year's (September-April) record of 9.5m. Karachi Cotton Association (KCA) chairman Mr Akbarali Hashwani said, reports Reuters from Karachi. His estimates follow an accord between the country's four provinces last month on sharing water from the Indus river.

While the setback in production is attributed to unfavourable

India cuts cotton estimate

By Kunal Bose in Calcutta

THE INDIAN cotton crop estimate for the 1990-91 season (September to August) has once again been revised downward to 11.5m bales (170 kg each) from the December forecast of 12.2m bales. Production totalled 13.35m bales last year.

The substantial lowering of the crop estimate from the 15m bales forecast at the beginning of the season has led the Indian Cotton Advisory Board to recommend that New Delhi should not allow any further export of cotton beyond the 1.34m bales already sanctioned.

The various cotton trade associations in the country are unanimous in their opinion that the 1990-91 crop will be lower than the latest official estimate of 11.5m bales. In support of this view they point out that cotton arrivals between September and February 1991 were 9.55m bales, compared with 10.36m bales in the corresponding period of the previous season.

While the setback in production is attributed to unfavourable

Quick growth seen for organic farming

By David Blackwell

ORGANIC FARMING in Europe is set to expand by 25 per cent a year over the next five years, according to the Economist Intelligence Unit.

In a special report, the EIU forecasts that by 1995 organic agriculture will occupy 776,000 hectares in the European Community, and have sales of \$2.7bn, compared with 1990's 255,621 hectares with production worth \$900m. Both past performance and present circumstances suggest that this rate of growth is "a conservative and realistic expectation."

Taking the growth rate on to the turn of the century would result in a land area of 2.86m hectares and a market of \$8.2bn. But, says the EIU, "there are too many unquantifiable factors at work" to make that forecast with confidence.

The report asserts that greater output will lead to lower prices, encouraging consumption. But it points out that organic production now occupies less than 1 per cent of the EC's farmed land. "Organic agriculture could double, triple or quadruple without causing noticeable ripples in European agricultural circles."

Consumers who see conventional agriculture as environmental hooliganism are clamouring for organic produce.

They are concerned by pesticide usage, nitrate levels in the water supply and factory farming of livestock, says the EIU. But "there is no doubt that there are significant handicaps to the expansion of organic agriculture which are common to all European countries."

Farmers switching to organic farming face lower yields and accusations of crankiness. The distribution infrastructure is weak, with demand often in urban areas away from production, which is often by farmers rich in ethics but poor in finances.

Governments have given little assistance. "The chemical industry continues to hold most farmers in a tight grip, benefiting from the innate conservatism of the farming world," says the EIU. There is no doubt that organic produce is a distinctly minority taste, and organic farming is "only on the first rung of the European agricultural ladder".

But its appeal to Brussels is considerable, and legislation is proposed that will ensure that any producer sold as organic and of plant origin will be subject to EC standards and inspection. Producers will then be able to sell their goods under an EC logo.

Organic Produce in Europe. Special Report No 228 from *Wattam Tate, The Economist Intelligence Unit, 40 Duke Street, London W1A 1DW. £25 ppd.*

E Europe aluminium 'to dry up'

By Kenneth Gooding

ALUMINIUM EXPORTS to the west from the former eastern bloc countries, currently more than 500,000 tonnes and equivalent to the output of two and a half smelters, are likely to disappear entirely by the end of the decade, according to the Anthony Bird Associates consultancy group. The industry's long-term investment plans must take account of the need to replace this source of supply, it says in its 1991 Aluminium Annual Review.

Bird also estimates that 1.8m to 1.9m tonnes of today's primary aluminium production capacity in the west is obsolete, compared with the 600,000 to 1m tonnes that the industry itself says needs replacing.

The review shows the highest-cost smelters to be in Italy, where production costs (excluding interest and depreciation) are put at 78 cents a lb; followed by Germany and Spain (76 cents); and France and Norway (70 cents).

"The obsolescence problem makes it clear that a substantial amount of new investment will be undertaken over and above what is currently being planned," the review adds. Bird estimates that aluminium companies are planning new investment as it needs to expand capacity at about 3.2 per cent a year.

The aluminium price required to stimulate the required investment in low-risk areas, such as Canada, is now about 77 cents a lb, Bird suggests. "though it eventually will rise to about 83 cents in today's money. Accordingly, this is our estimate of the likely level of aluminium prices in the long term. However, since there is so much extra investment to be encouraged, prices may be rather higher than this for some years".

On the London Metal Exchange last night, the price of aluminium for delivery in three months closed at \$1,472.50 a tonne.

Bird says aluminium consumption stagnated at 14.5m tonnes last year and will do the same again in 1991. World economic recovery will stimulate aluminium consumption growth of about 5 per cent a year in 1992 and 1993. Consumption growth over the

Italian capacity may close

By Kenneth Gooding

ANALYSTS YESTERDAY welcomed the news that Alumix, the state-owned Italian aluminium producer, might close some capacity.

Western aluminium output is at record levels, stocks are increasing and prices weakening. However, the highest-cost capacity is now in Europe where there is a considerable level of state ownership, so analysts previously held out little hope of closures.

Mr Jon Bergheil, analyst with the James Capel financial services group, said: "This is an important development because the market consensus has been that, although the European aluminium producers are losing money, they would not cut production".

Italian newspapers suggest that Alumix, part of the EITM group, plans a restructuring involving 1,600 lay-offs among its 7,000 employees. The 31,000-tonnes Marghera della Sava smelter is reported to be threatened.

Alumix produces 220,000 tonnes of aluminium a year and is said to have suffered a £128m (290m) loss before extraordinary items in 1990 compared with a £10m profit the previous year.

Mr Bergheil said: "The Italian move may be the first in a series".

Western World Aluminium Supply and Demand ('000 tonnes)

Year	Consumption	Capacity	Production
1987	13,471	19,666	12,637
1988	13,922	14,070	13,537
1989	14,482	14,407	14,098
1990	14,525	14,680	14,222
1991	14,577	15,234	14,930
1992	15,336	15,745	14,718
1993	16,088	16,511	15,983
1994	16,783	17,328	16,351
1995	17,389	17,922	16,985
1996	17,949	18,668	17,570
1997	18,507	19,650	18,601
1998	19,767	20,840	19,714
1999	20,764	21,971	20,749
2000	21,503	22,842	21,495
2001	22,036	23,437	22,025

Source: Anthony Bird Associates

Iceland pins hopes on Atlantal plant

Robert Taylor on a project that could add 4 per cent to GDP

MANY ICELANDERS believe their country's hopes for greater prosperity in the future lie in the completion of the so-called Atlantal project. The construction, at a cost of \$1bn, of a 210,000-tonnes-a-year aluminium smelter at Kellimes, 40 km (25 miles) south of Reykjavik, could certainly have a beneficial impact on the Icelandic economy. The country's independent National Economic Institute calculates that it would add an extra 4 per cent both to real disposable income and the gross domestic product by 1995.

At present a business consortium known as the Atlantal group is negotiating with the Icelandic government, the country's National Power company and local authorities about the project. The three foreign-owned companies involved are Alumax of the US; Granges, a division of Electrolux, the Swedish domestic appliance maker, and Hoogovens Aluminium BV, the Netherlands.

But early hopes were not fulfilled and the original partners were replaced by others. A breakthrough had been reached last autumn but failed to materialise, though a memorandum of agreement was signed covering a number of tricky issues like taxation, power rates, environmental

original time-table has been adjusted more than four times already. After a meeting in New York in early February it was agreed that a further six months were needed to secure the loans necessary to go ahead with the project.

Mr Jon Sigurdsson, Iceland's Industry Minister, believes that the negotiations can be completed by this May and final contracts exchanged by the autumn.

The story began in 1988 when four European companies – Austrian Metal Alumined Behler, a subsidiary of Hoogovens Steel, RITZ of the UK, and Pechiney, the French aluminium group, formed the first Atlantal consortium to build a 90,000-tonnes-a-year smelter close to the Swiss Aluminium Company's 88,000-tonnes aluminium smelter at Straumsvikur, ten miles from Reykjavik.

But early hopes were not fulfilled and the original partners were replaced by others. A breakthrough had been reached last autumn but failed to materialise, though a memorandum of agreement was signed covering a number of tricky issues like taxation, power rates, environmental

consortium is trying to raise funds for the construction of the smelter from American banks but it is hardly a good moment to do so. "I remain very confident that the project will go ahead. It is well-conceived, viable and logical," says Mr Johannes Nordin, the Central Bank's governor, who has played a key role in negotiations as chairman of the National Power Company.

However, Mr Olafur Grimsson, the finance minister, is sceptical about the intentions of the consortium to really proceed with the smelter's construction. He believes the time has come to see whether any other foreign companies might be interested in the project.

It would certainly make a

huge impact on the Icelandic economy if it does eventually materialise. The smelter will need around 330 megawatts a year of hydro-electric power to meet its production capacity, which amounts to about 75 per cent of the country's total current energy consumption. This would involve the National Power Company having to construct two brand new power plants in order to meet the increased demand and these are expected to take three years to complete.

However, until the Atlantal group project is finalised, work cannot really begin on the additional planned power plants that would cost an estimated \$530m. We are not willing to sign a deal to construct them until we have firm commitments on the smelter. We simply can't take the risk," admits Mr Halldor Jonatansson, general manager of the National Power company, although he remains convinced that the project will go ahead eventually.

His optimism may be well-placed. Even if the existing Atlantal project has to be modified, Iceland's future as a major aluminium producer cannot be in any doubt.

WORLD COMMODITIES PRICES

LONDON METAL EXCHANGE (Prices supplied by Amalgamated Metal Trading)			
Close	Previous	High/Low	AM Official
May 653	655	655/656	1448-1452
Jul 650	650	650/651	1450-2
Sep 712	711	711/712	1474-5
Dec 725	728	728/724	1478-80
Mar 762	763	763/764	1478-9
May 779	780	780/781	1482-3
Jul 786	787	787/787	1482-3
Total daily turnover 18,298 lots			
Copper, Grade A (Kt per tonne)			

LONDON SHARE SERVICE

FT MANAGED FUNDS SERVICE

- Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.

Continued on next page

FT MANAGED FUNDS SERVICE

- Current Unit Trust prices are available on FT Cityline. Calls charged at 40p per minute, plus 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 825-2128.

- Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar lower before jobs data

THE DOLLAR moved lower yesterday as the market gave up gains which followed the Bundesbank's decision not to raise interest rates and instead worried more about the slowdown in the US economy.

The Bundesbank had already hinted to the market via its daily credit operations that it would not be raising rates. But doubts persist and the German central bank's announcement at its council meeting gave a temporary boost to the dollar.

There was insufficient support for the US currency at the highest levels and by the time the New York market opened it was already starting to drift lower.

The release of the latest weekly unemployment figures jolted the market and sent the dollar almost a penny lower against the D-Mark. New applicants for unemployment insurance benefit in the week ended March 23 rose to 543,000 compared with expectations of 500,000, and 510,000 the previous week.

Although the weekly unemployment figures are erratic and usually have little impact on currencies, yesterday's announcement struck a chord with a market which was beginning to worry about today's important monthly

employment data. A Money Market Services survey of economists found an average expectation of a 137,000 decrease in non-farm payroll employment in March, compared with the 164,000 drop in February.

The Bundesbank's decision not to alter monetary policy depressed the mark, particularly against the Swiss franc, sterling and the yen. The German currency ended at SF 0.8420 against SF 0.8500 and at 78.74 from 78.71.

Suggestions of a large drop in employment had led to renewed talk that the Federal Reserve may ease monetary policy. However, economists said that the currency market is reading too much into the weekly unemployment figures to draw such firm conclusions about US monetary policy.

Nevertheless, the doubts remained, and the dollar closed lower against most currencies.

EMS EUROPEAN CURRENCY UNIT RATES

	Feb Central Rates	Currency Applied Against Ecu Apr 4	% Change from Central Rate	% Spread to Widest Currency	Disposable Indicator
1-Spot	1,746.5 - 1,757.5	1,746.5 - 1,757.5	0.00	2.5-2.5%	81
1-month	1,746.5 - 1,757.5	1,746.5 - 1,757.5	0.00	2.5-2.5%	81
12-months	1,746.5 - 1,757.5	1,746.5 - 1,757.5	0.00	2.5-2.5%	81

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	Apr 4	Previous Close
1.30	82.5	82.5
10.00	82.5	82.5
100.00	82.5	82.5
2.00	82.5	82.5
2.50	82.5	82.5
4.00	82.5	82.5
1.00	82.5	82.5

CURRENCY MOVEMENTS

1/4 Apr 4	Base of Morgan Guaranty Index	Morgan Guaranty Index Changes %
1-Sterling	92.7	-1.2
1-S.50	64.8	-1.7
1-American	108.7	-1.1
1-Belgian Franc	116.6	-2.0
1-Dollar	117.5	-1.1
1-Swiss Franc	114.4	-0.1
1-Dutch Guilder	122.2	-0.4
1-French Franc	102.2	-0.4
1-Lira	104.9	-1.2
1-Yen	135.3	-0.6

Morgan Guaranty changes: average 1980-1982-1983. Base of England Index. Average 1983-1984. "Base for April 3".

CURRENCY RATES

1/4 Apr 4	Bank Spot	Special Bank	European Currency	1-Year Forward
1-Sterling	0.7150/24	0.6125/27	1.2230/5	1.2230/5
1-S.50	9.91	1.5710/19	1.4520/5	1.4520/5
1-American	1.052	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc	9.10	9.75/92	9.75/92	9.75/92
1-Dollar	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc	1.15	8.75/86	8.75/86	8.75/86
1-Lira	1.20	1.20/20	1.20/20	1.20/20
1-Yen	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency Interest Rates				
1-Sterling	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-American	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc	9.10	9.75/92	9.75/92	9.75/92
1-Dollar	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc	1.15	8.75/86	8.75/86	8.75/86
1-Lira	1.20	1.20/20	1.20/20	1.20/20
1-Yen	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency	1.20	1.20/20	1.20/20	1.20/20
1-Exchange Cross Rates				
1-Sterling	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-American	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc	9.10	9.75/92	9.75/92	9.75/92
1-Dollar	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc	1.15	8.75/86	8.75/86	8.75/86
1-Lira	1.20	1.20/20	1.20/20	1.20/20
1-Yen	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency	1.20	1.20/20	1.20/20	1.20/20
1-Dollar Spot	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50 Spot	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-American Spot	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc Spot	9.10	9.75/92	9.75/92	9.75/92
1-Dollar Spot	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc Spot	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder Spot	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc Spot	1.15	8.75/86	8.75/86	8.75/86
1-Lira Spot	1.20	1.20/20	1.20/20	1.20/20
1-Yen Spot	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency Spot	1.20	1.20/20	1.20/20	1.20/20
1-Dollar 1-Month	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50 1-Month	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-American 1-Month	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc 1-Month	9.10	9.75/92	9.75/92	9.75/92
1-Dollar 1-Month	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc 1-Month	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder 1-Month	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc 1-Month	1.15	8.75/86	8.75/86	8.75/86
1-Lira 1-Month	1.20	1.20/20	1.20/20	1.20/20
1-Yen 1-Month	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency 1-Month	1.20	1.20/20	1.20/20	1.20/20
1-Dollar 1-Year	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50 1-Year	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-American 1-Year	1.0520/21	1.0520/21	1.0520/21	1.0520/21
1-Belgian Franc 1-Year	9.10	9.75/92	9.75/92	9.75/92
1-Dollar 1-Year	6.20	2.7275/2	2.6965/7	2.6965/7
1-Swiss Franc 1-Year	1.05	1.0500/11	1.0500/11	1.0500/11
1-Dutch Guilder 1-Year	1.20	7.7171/72	7.6702/73	7.6702/73
1-French Franc 1-Year	1.15	8.75/86	8.75/86	8.75/86
1-Lira 1-Year	1.20	1.20/20	1.20/20	1.20/20
1-Yen 1-Year	1.20	1.20/20	1.20/20	1.20/20
1-Euro-Currency 1-Year	1.20	1.20/20	1.20/20	1.20/20
1-Dollar 5-Year	1.746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5	1,746.5 - 1,757.5
1-S.50 5-Year	1.0520/21	1.0520/21	1.052	

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.

20.14

Bid Price

Offer Price

Yield

Gross

Bid Price

Offer Price

Yield

2:15 pm prices April

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

WORLD STOCK MARKETS

INDICES

NEW YORK DOW JONES					1991		Since compilation	
	Apr. 3	Apr. 2	Apr. 1	Mar. 28	HIGH	LOW	HIGH	LOW
Industrials	2926.73	2945.05	2881.19	2913.86	2973.27	2470.30	2999.75	412.30
Home Bonds	93.71	93.88	93.64	93.60	94.86	91.30	95.31	54.77
Transport.	1116.18	1115.48	1101.55	1109.49	1164.26	894.30	1552.01	12.70
Utilities	216.30	216.74	213.91	217.18	218.12	199.64	236.23	10.92
					(26/3)	(14/1)	(27/100)	(24/4)
STANDARD AND POOR'S					4/Day's High 2558.42 (2881.98) Low 2323.27 (2307.10)			
Composite	378.94	379.50	371.30	375.21	379.50	311.49	379.50	4.46
Industrials	448.74	449.82	439.64	444.21	449.82	364.90	448.74	3.64
Financial	30.15	29.75	29.07	29.45	33.15	21.96	35.24	8.64
NYSE Composite	207.39	207.42	203.41	205.30	207.42	170.97	207.42	4.46
Amer Mkt. Value	362.47	359.91	357.94	359.20	362.47	296.72	371.03	21.73
NASDAQ Composite	495.03	489.21	480.86	482.30	495.03	355.75	495.03	54.86
Dow Industrial Div. Yield					Mar. 22	Mar. 15	Mar. 8	year ago (approx)
					1.53	3.42	3.40	4.06
					Mar. 27	Mar. 20	Mar. 13	year ago (approx)

M.S. Capital Int'l/1/70/85	518.4 ^b	519.0	510.9	504.2	504.2 (18/2)	491.1 (16/1)
^a Corrected figure. ^b Saturday, March 30: Taiwan Weighted Price. (c) Korea Composite. Ex. 659.85. -						
^a Subject to official reclassification. ^b Calculated at 15.00 GMT.						

No FT? No problem in Japan.

Keeping up with the news when you travel to the Far East used to be something of a challenge. The world seldom stands still. These days, in fact, just a few hours can be enough to change history for ever.

**Hand-Delivery
now available in
MOSCOW
WARSAW
BUDAPEST**

For subscription details, or
more information contact
Andrew Taylor in Frankfurt
Phone 49 - 69 - 7598118

FINANCIAL TIMES

ANSWER

NYSE COMPOSITE PRICES

1991 P/ SIS
High Low Stock Div. Val. E 1000 High
Continued from previous page

NASDAQ NATIONAL MARKET

2:00 pm prices April 4

NASDAQ NATIONAL MARKET														200 pm prices April 4																
Symbol	PF	Sls	High	Low	Last	Chng	Stock	Symbol	PF	Sls	High	Low	Last	Chng	Stock	Symbol	PF	Sls	High	Low	Last	Chng	Stock	Symbol	PF	Sls	High	Low	Last	Chng
ABBEY: 1	0.10	22	13.66	5.1	30.4	31	+12	Dabob Gc	0.20	13	65	39	28.4	-3	+12	Knowledge	0.20	349	41.2	40.3	40.4	-12	Seagalo	1237095	161.4	171.6	169	170	+1.3	
ACC Corp :	0.16	19	7.6	10.2	10.4	10.4	-4	Dalech	0.14	48	28	28	28.2	-2	+12	Kongeq Inc	26	19.90	15.4	23.9	23.4	-12	Sea Corp	1.00	7	22	18.4	18.3	-1.4	
Accord E	6	729	4.7	4.7	4.7	4.7	+12	Dale Corp	0.21	1463	30	29.5	29.6	-2	+12	Koelke S	36	11.94	9.4	8.8	9	+12	Seasat S	0.10	22	301	67.8	74	-12	
Accord E	14	8	15.2	7.4	12.4	15	+12	Dale City	1.56	8	128	96.7	96.7	-2	+12	LDDS A	-	-	-	-	-	+12	Seating	1.04	7	56	17.4	17	-12	
Adaptec	22	256	1.2	2.1	2.1	2.1	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Le Petit	0.16	557	7.4	7	7.4	-12	Seasat S	24	3555	150.4	192	202	+12	
ADC Tele	19	1233	34.4	34	34	34	+12	Daleon x	0.7	87	105	103	103	-2	+12	Levate	0.28	32	48	48	48	-12	Seasat S	20	418	17	16.2	16.2	+12	
Addington	11	27	1.1	1.1	1.1	1.1	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	24	3532	153.3	133	134	+12	
Adia Svc	0.15	17	34.4	25.4	23.2	25.4	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	20	156	15.4	15	15	+12	
Adia Svc	0.24	31	2075	65.0	58.5	58.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	126	20	5.5	5.5	5.5	+12	
Adiabat	1.80	612070	14.6	14.4	14.4	14.4	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	17	3	1.2	20.4	21	+12	
Adv Logic	7	254	8.5	8.5	8.5	8.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Polys	12	387	17.4	16.4	17	17	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	15	75	21.4	20.4	20.4	20.4	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.12	10	131	13.2	13	13.2	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	17	125	17.4	17	17.4	17	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.24	9	246	8.5	8.5	8.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.07	11	201	5.7	5.7	5.7	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.07	3	44	5.7	5.7	5.7	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.07	3	204	9.5	9.5	9.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	40	49	5.5	5.5	5.5	5.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2	+12	Levite	0.28	32	48	48	48	-12	Seasat S	1.84	17	17.5	20.4	21	+12	
Adv Tele	0.06	25	1716	10.5	10.5	10.5	+12	Daleon x	0.26	9	62	56.5	56.5	-2</																

AMEX COMPOSITE PRICES

3500 cm⁻¹ arises. An

**Hand-
Delivery
now
available in
MOSCOW
WARSAW
BUDAPEST**

BUDAPEST
For subscription details
or more information
contact
Andrew E. T.

Andrew Taylor
in Frankfurt

Fax 49 - 69 - 722677

FINANCIAL TIMES

EUROPE'S BUSINESS IS IN YOUR HANDS

AMERICA

Dow registers gains on interest rate hopes

Wall Street

A higher-than-expected weekly jobless claims figure raised hopes that the Federal Reserve might cut interest rates again, which helped share prices to post modest gains in heavy trading yesterday morning, writes **Patrick Harverson** in New York.

At 1 pm the Dow Jones Industrial Average was up 12.87 at 2,939.60, which represented a 20-point recovery from early weakness. The more broadly based Standard & Poor's 500 was also firmer, up 1.83 at 380.77, while the Nasdaq composite was again the best performing index, climbing 3.28 to 498.33.

Turnover on the New York SE was heavy for a second day running, with 11m shares changing hands by 12.30 pm.

Bombay shrugs off political uncertainty
R.C. Murthy reports on the reaction to recent events

THE INDIAN stock markets seem to have taken the current political uncertainty and balance of payments problems in their stride.

The collapse of the Chandra Shekhar administration early last month and the announcement of elections, set for May, were expected to produce a plunge in share prices. Instead, they moved in a narrow range, easing 4 per cent last month. There has even been a minor rally this week, with the 30-share index of the Bombay Stock Exchange, which sets the pace for other Indian markets, rising 2.2 per cent on Monday to 1,193.51 and closing at 1,197.13 yesterday.

The interim budget presented on February 28 was a damp squib, and did not contain any tax proposals, which normally provoke reaction among traders. The BSE fell 52 points in March to 1,168, in the same month last year, the index jumped by 100 points or 14 per cent to 781, reflecting the high level of activity after the Indian budget.

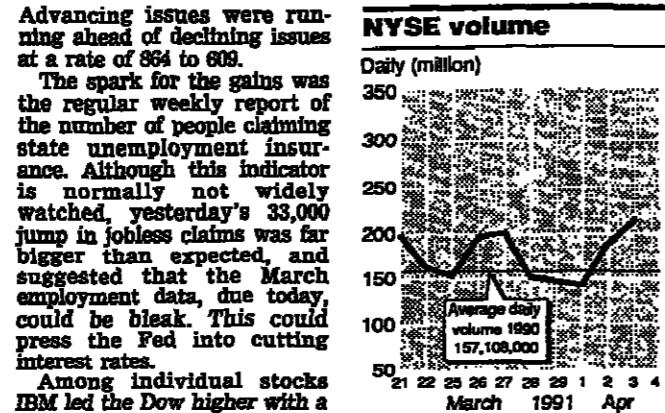
Analysts say that the markets should be prepared for greater uncertainty in the near future. The pessimists fear a recession. A hung parliament after next month's polls would lead to a less stable government, which would make it difficult to tackle the weaknesses in the economy.

The optimists see these problems as transitory. They emphasise that the recent official forecast for good monsoon rains in the third quarter and corporate results for the year to December augur well for the markets. Hindustan Lever, a Unilever subsidiary, Colgate and Reckitt & Colman have raised their dividends and proposed scrip issues.

A clear trend is expected to emerge by mid-May, when the voters' preferences are known.

SOUTH AFRICA

SHARES in Johannesburg built upon the previous day's rally yesterday, but trading was cautious. The all-gold index edged up 4 to 1,043 and the industrial index rose 16 to another record of 3,419. The leading industrial stock, Barlow, rose 25 cents to R40.25.



Advancing issues were running ahead of declining issues at a rate of 94 to 60.

The spark for the gains was the regular weekly report of the number of people claiming state unemployment insurance. Although this indicator is normally not widely followed, yesterday's 33,000 jump in jobless claims was far bigger than expected, and suggested that the March employment data, due today, could be bleak. This could press the Fed into cutting interest rates.

Among individual stocks IBM led the Dow higher with a rise of \$1 to 114.75 on turnover of 1.2m shares. IBM has been something of an laggard recently, but on a lagged basis the Dow jumped 63 points and yesterday's demand could herald a recovery in the market's bellwether stock.

ASIA PACIFIC

Cautious investors push Nikkei lower

Tokyo

A MODERATE decline for the 225-share Nikkei average was registered yesterday as cautious investors took their cue from the overnight retreat on Wall Street and engaged in profit-taking. The index was finally down 90.25 at 26,689.81, after a day's high of 26,699.81 and a low of 26,606.44, writes **Emiko Terazono** in Tokyo.

Volume decreased to 480m shares from 650m. Mr Shin Tokni at County NatWest said a personnel reshuffle at the beginning of the business year had affected stock market activity. The overall picture was mixed, with advances narrowly leading declines by 497 to 471, and 167 issues ending unchanged. The Topix index of all first section stocks eased a slight 0.08 to 2,007.48, and in London the FTSE/Nikkei 50 index was 0.60 off at 1,522.25.

Some traders had expected a sharper decline. Mr Peter Johnson at Baring Securities said that after Wednesday's 528-point Nikkei rise, yesterday's minor consolidation indicated

confidence. Attention moved away from interest rate-sensitive stocks as market participants waited for the outcome of the central bank's branch managers' meeting, which ended yesterday. Tokyo Electric Power declined Y50 to Y39.50.

Nissan Motor dropped Y24 to Y775 on large-lot selling, triggered by prospects of a substantial fall in earnings and reports that an affiliated components maker had suffered heavy losses owing to its stock investments. Other carmakers were modestly firmer.

Shiseido, the cosmetics group, climbed Y30 to Y2,050 on news that the company had developed a drug which enhances brain activity, for geriatric diseases. Daikin Pharmaceutical, which had previously risen on reports that it had developed a drug for senile dementia, shed Y10 to Y2,520 on profit-taking.

Stainless steel-related issues were firm. Nissin Steel gained Y14 to Y14.95 in active trading. The company expects brisk earnings for the current year to March 1992. Some traders

were seen supporting the stock ahead of an imminent warrant bond launch. Nippon Yakin Kogyo rose Y49 to Y1,010. Strong recommendations by the big four brokerages have prompted investor buying.

In Osaka, the OSE average moved up 23.05 to 3,942.75 on volume of 48.4m shares.

Tsudakoma, a textile machine manufacturer which rose recently on speculation that the company would receive large orders from the Soviet Union, lost Y10 to Y1,490 on profit-taking.

Turnover dipped from HK\$2.22bn to HK\$2.11bn. Utilities and property shares led the way down. Cheung Kong losing HK\$1 to HK\$18.30. This followed news late on Wednesday suggesting that Li Ka-shing, its chairman, had sold covered warrants on 110m shares in the property group.

The instruments, sold at HK\$5, were held by the right to buy Cheung Kong shares within two years at HK\$19.30.

NEW ZEALAND advanced on light foreign buying, encouraged by favourable currency movements. The Hang Seng index closed 10.32 ahead at 1,852.72 for a gain of 12.5 per cent on the year so far. Turnover was NZ\$8.10m (NZ\$10.1m).

MANILA was led higher by San Miguel, the brewer, food

and development and worldwide product marketing. Synergex fell \$1 to \$35.65 after Merrill Lynch, the broker, cut its rating on the stock.

Canada

TORONTO STOCKS resumed their upward course at midday yesterday after falling in mid-morning trading. The market gained another 0.5% to C\$94.75.

The composite index gained 0.7 to 3,527.1. Advances led declines by 217 to 216 on volume of 18.1m shares.

Newbridge Networks, which jumped C\$1 the previous day, gained another C\$1 to C\$94.75. The company said on Wednesday that it knew of no reason for the recent advance in its share price. Laidlaw B shares, which have suffered recently from negative news, rose C\$1 to C\$11.50.

On the over-the-counter market Apple rose 31% to \$71.15 in active trading after the company announced the formation of new divisions for research

and development and worldwide product marketing. Synergex fell \$1 to \$35.65 after Merrill Lynch, the broker, cut its rating on the stock.

The banking sector, which was one of the best performers of the first quarter, was well bought again. Chemical Bank, the subject of a broker's buy recommendation this week, climbed \$1 to \$15.50. Morgan rose 3% to \$48.50. Manufacturers Hanover firms 4% to \$26.50 and CIBC added 3% to \$25.50.

On the over-the-counter market Apple rose 31% to \$71.15 in active trading after the company announced the formation of new divisions for research

and development and worldwide product marketing. Synergex fell \$1 to \$35.65 after Merrill Lynch, the broker, cut its rating on the stock.

The banking sector, which was one of the best performers of the first quarter, was well bought again. Chemical Bank, the subject of a broker's buy recommendation this week, climbed \$1 to \$15.50. Morgan rose 3% to \$48.50. Manufacturers Hanover firms 4% to \$26.50 and CIBC added 3% to \$25.50.

On the over-the-counter market Apple rose 31% to \$71.15 in active trading after the company announced the formation of new divisions for research

EUROPE

Profit-taking opportunity brings out equity sellers

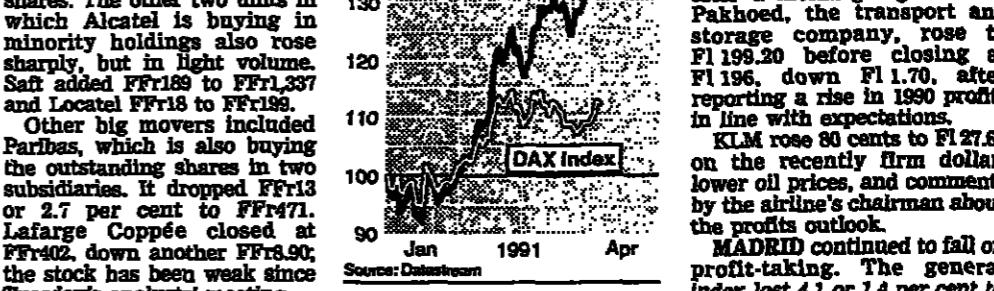
FT-SE Eurotrack 100 - Apr 4					
Hourly changes					
Open	10 am	11 am	1 pm	2 pm	3 pm
1120.12	1118.15	1114.27	1112.63	1114.18	1112.59
					1114.06
					Day's Low
					1111.40
					Day's High
					1120.25
					Close
Apr 3					Mar 27
1118.85					Mar 26
					1076.75
					Close

Stocks: 1000 (parities 1000)

US dollar-denominated products rose DM3 to DM22.50 during market hours, and another DM3 in the London post-bourse. Mr Rauland noted that the US economy was expected to recover along with the dollar, and that Thyssen was the only German steelmaker with a substantial proportion of its sales in the US.

Siemens fell DM6.50 to DM58.7. UBS Phillips & Drew has issued a sell recommendation saying that the Siemens/Nixdorf computer merger had

Share price and index rebased



higher volume. Interest in the insurance sector extended to Raiffeisen, LBBW higher at LBBW 450, and Fondiaria, Li,000 better at LBBW 450.

The spotlight was trained on Alcatel Alsthom, the electrical engineering and telecommunications group, and its Générale Occidentale (GO) subsidiary, following Wednesday's news that Alcatel was offering share

holders four of its own shares for 1.25 in GO.

Arbitrage between the two stocks by professionals and some panic selling by retailers left Alcatel FF7.21 or 3.4 per cent lower at FF7.00 on heavy trading of FF7.970 shares. GO, which was suspended on Tuesday, jumped FF7.11 or 16.2 per cent to FF7.96 or 342.500 shares. The other two units in which Alcatel is buying in minority holdings also rose sharply, but in light volume. Saft added FF7.69 to FF7.37 and Locatel FF7.18 to FF7.95.

Other big movers included Paribas, which is also buying the outstanding shares in two subsidiaries. It dropped FF7.41 or 2.7 per cent to FF7.47.1. Lafarge Cappelle closed at FF7.62, down another FF7.80; the stock has been weak since

Tuesday's analysts' meeting.

Peugeot dropped FF7.45 or 2.6 per cent to FF7.51 on 198.250 shares, following the news of disappointing French car registration figures for March.

FRANKFURT eased, the FAZ index coming back 2.00 to 262.97 on mid-session and the DAX closing 5.53 lower at 1,617.97 as volume fell from DM7.60m to DM6.50m.

Mr Heino Rauland, equity strategist at Bank Julius Baer in Frankfurt, said that on Wednesday the market had broken up through its 200-day moving average, and that a

technical reaction was due.

BMW fell DM7 to DM55.3 on profit-taking. Its 1990 results were regarded as good value.

Thyssen, whose flat steel is a

unearthed problem in that area of the group's activities, and that interest income this year would fall to a point where it would fail to shield lower operating results. UBS forecasts an earnings per share fall of 7 per cent to DM40.80.

MILAN fared mixed in reduced volume, although insurers and banks attracted good demand on slightly easier money market rates. The Credit Suisse index rose 1.3 to 558.2; Union Bank bearers gained SF440 to SF450, and among insurers, Winterthur and Zurich bearers added SF450 and SF460 to SF4,170 and SF4,670.

STOCKHOLM reversed early losses to close with the Affärsvärlden General index 2.50 higher at 1,114.80 in a market characterised by a lack of sellers. Turnover fell from SKr646m to SKr317.5m.

After profit-taking yesterday, the Comit index closed virtually unchanged at 591.99 in

YOU ASKED US TO
INTERNATIONALIZE
OUR JGB FUTURES CONTRACT.

AND WE HAVE.

With the help and co-operation of the Tokyo Stock Exchange, Liffe has completely re-structured its Japanese Government Bond (JGB) contract to make global risk management in this market a reality.

The key development is that Liffe positions can now be rolled into TSE positions with no price risk. TSE positions are fully deliverable.

Market integration is further enhanced because the new JGB contract will be traded solely on Liffe's Automated Pit Trading system, with the Liffe market opening at 7am London time as TSE closes.

For further information, please contact the designated brokers listed or any other Liffe member.

Bank of Tokyo Capital Markets Ltd

Stewart Percy **071 638 1291**

Credit Lyonnais Rouse Ltd

David Courtney **071 214 6464**

Daiwa Europe Ltd

Hiroshi Yamamoto **071 548 8668**

Fuji International Finance Ltd

Masao Watanabe **071 638 5738**

IBJ International Ltd

Koichiro Sugii **071 236 9029**

Kankaku (Europe) Ltd

Masanori Kakinuma **071 588 9821**

Mitsubishi Finance International plc

Naoshi Fujihira **071 696 1558**

New Japan

10 - Apr 4	3 pm	Close
11 112.65	1112.50	1114.08
Y's Low 1111.40		
Mar 27		
1000.17	Mar 26	1076.79

er volume interest in the

range sector extended to

1,680 higher at 1,20,450

1,100. Italian insurance

has been getting

domestic support and

the said that

was up 22.5 per cent

against a 16.4 per cent

in the market.

JESSELN watched Acce-

Ministre, the non-ferrous

group, fall BFr165 or 5.4

cent to BFr1,585 after

yesterday's news of a steep

fall-taking wiped out only

The CBS Tendancy

ended 0.6 down at 974

a morning high of 982

the transport and

gas company, rose to

1,20 before closing at

1, down FFr1.70, after

a rise in 1990 profits

with expectations.

rose 80 cents to FFr1.90

as recently firm dollar

oil prices, and comment

airline's chairman about

outlook.

DRIID continued to fall on

taking. The general

lost 4.3 or 1.4 per cent to

investors were cautious

small rise in the central

overnight money rate

ICB ended mixed in

ed volume, although

as and banks attracted

emand on slightly easer

market rates. The

Suisse index rose 1.3 to

1,100. Bank, bearers

SFr1.51 to SFr1.60, and

insurers. Winterthur

bearers added

and SFr1.51 to SFr1.57

Fr1.61 respectively.

CIRIOL reversed early

to close with the Affair

General index 2.9

ed 1,111.40 in a market

trend to a lack of sell

Tunisian fell from

to SFr1.57.50.

FINANCIAL TIMES FRIDAY APRIL 5 1991

RECRUITMENT

JOBS: Researchers spell out conditions in which the task in hand becomes all-absorbing

WHEN you're working, do you ever feel as though you are close to a powerful spiritual force that seems to lift you out of yourself?

If the Jobs column's experience is any guide, most readers will find that question disquieting. My own response was to say "Yes, it's called the Editor". But the lame joke was only a pretext to dodge taking the question seriously, perhaps because the nearest thing to it I had met before was an item in a personality test, which inquired: "Do you ever feel your soul is coming adrift from your body?" It turned out that the test, although used in recruiting, was "originally designed to detect incipient madness".

Spiritual forces fit uneasily into working life nowadays. Whatever our job, the general assumption is that we do it for some material gain — if not money, then power, fame or at least a comfortable old age. Indeed, the hard school of life teaches that, after meeting anyone whose motivation cannot be traced to palpable gain, the wisest action is to check your wallet.

Even so, a goodly number of folk will privately admit feeling spiritual forces. For example, when the question I started with was put to 1,000 individuals in the United States two years ago, almost a third

The spiritual dimension of high performance

said they had felt powerfully uplifted as though from outside in some part of their daily round. One in eight reported having such ecstasies regularly. Moreover, feelings of said type arose markedly more often at work than in leisure hours, especially when the job was complex and demanding.

I owe those facts to a book* by Mihaly Csikszentmihalyi, Professor of Psychology at the University of Chicago, who, with associates around the world has studied many thousands of people in all manner of occupations. The researchers' main method is to equip their human subjects with electronic pagers programmed to bleep at random intervals eight times a day. At each bleep the people under study fill in a form, detailing what they are currently doing, with whom and how they feel about it.

The results lead the researchers to dispute the belief that people are spurred to effort primarily by the pursuit of material gain. Far from

"Now — the psychology of optimal experience. Harper & Row, US, \$29.95.

being the only motivator, it is nowhere near the most productive either of good work or personal happiness.

For the studies show that humans are at their best in every sense when experiencing what the professor calls "flow". He describes it as "the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it."

The most mind-boggling effect of same — to the heights-abhoring Jobs column, at any rate — is in impelling even otherwise sane-seeming people to climb rockfaces. Here is one of them rhapsodising about it:

"It's a Zen feeling, like meditation or concentration. One thing you're after is the one-pointedness of mind... it's like an egoless thing in a way. Somehow the right thing is done without you ever thinking about it or doing anything at all... It just happens. And yet you're more concentrated."

But, as I said earlier, the bulk of flow experiences are felt at work.

And while more common at higher levels near the most productive either of good work or personal happiness.

The book cites the case of Joe, aged 40-plus and a humble welder in a Chicago factory. Nevertheless, managers and workmates alike thought him a priceless asset.

"The reason for his fame was simple: Joe had apparently mastered every phase of the plant's operations, and he was now able to take anyone's place if the necessary arose. Moreover, he could fix any broken-down piece of machinery, ranging from huge mechanical cranes to tiny electronic monitors. But what astounded people most was that Joe not only could perform these tasks, but actually enjoyed it when he was called upon to do them."

Readers who are lucky will no doubt have encountered the odd Joe during their labours. They may even have been lucky enough to have personally felt the same sort of enjoyment in things they were doing, however officially trivial. Wherever it occurs, the professor finds, it is characterised by at least some of the following conditions.

1 The task is one we are capable of completing.

2 We are able to concentrate entirely on the work in hand.

3 It has goals which are clear, although not necessarily defined in detail.

4 It provides immediate feedback.

5 It gives us a feeling of deep but effortless involvement that removes from consciousness the worries and frustrations of everyday life.

6 It allows us full control over our actions.

7 While we're actually doing it our sense of self disappears, only to return with added strength when the task is finished.

8 It transforms our awareness of time, so that hours seemingly pass in minutes or minutes stretch out like hours.

Besides listing the symptoms of the flow experience, the professor thinks he knows its cause. Far from being motivated by things imposed from outside, such as extra pay or the sack, our drive is totally internal — the creative delight of personal growth achieved by gaining more complex abilities.

At such times, he says, we are fully in charge of our awareness. "Since what we experience is reality, we can transform reality..."

Whereupon he proceeds not only to give hints on how to achieve consciousness-control, but to offer the concept of flow as a foundation for a universal ethical philosophy. All of which, although interesting, seems overambitious for the Jobs column's purposes.

My sole intent is the moment to which the flow notion affords an improved understanding of how people come to work at their best — a question on which I'd be very grateful for readers' reflections. As far as my experience goes, there are certainly occasions when I become totally absorbed by what I am doing, and they seem to be characterised by most if not all of the professor's eight symptoms.

Even so, I have some misgivings about the theory. One is its claim that such occasions are enjoyable. Without doubt, they give great satisfaction. But that is not the same thing as enjoyment. For instance, not only for me but for

colleagues equally content with their lot, writing is such a stressful process that we shy away from tackling until looming deadlines make it utterly unavoidable.

Moreover, while the end of the agony often leaves one deeply satisfied, not to say smug, I doubt that the glow arises from anything so dignified as personal growth gained by acquiring more complex abilities. A more likely cause is sheer relief that the taxing thing one was doing is now over.

That certainly seems to apply even to rock-climbing. Although too scared to try myself, I once saw a famous practitioner when he did it. He replied that being actually out on the rockface was secondary to the main purpose, which was to sit in a bar afterwards reading the guide book's description of the day's climb.

"The book'll say something like 'From this point, there follows an exhilarating traverse'." he explained. "And you remember hanging to it by your finger nails, promising the God you usually don't acknowledge that if he'll just save you this time, you'll not only never climb but never sin again."

"Then you have another pint, and plan your next ascent."

Michael Dixon

B A R C L A Y S

AT BARCLAYS
LIFE, YOU CAN
CHOOSE WHAT
YOU EARN.

£15,000 PA.....

TICK
BOX

£25,000 PA.....

TICK
BOX

£50,000 PA.....

TICK
BOX

£100,000 PA.....

TICK
BOX

Equity Analyst

TOKYO
OFFICE

Putnam, one of America's oldest and largest investment firms, has a history of growth that consistently repeats itself. By maintaining a perfect balance of individual expertise and team effort, innovation and tradition, our managed assets exceed \$40 billion. Our intention—and indeed, our expectation—is to continue on this course as we build on our achievements and set the pace for the industry's future.

As a key member of our expanding International Equities Investment team, you will provide investment recommendations for our global mutual funds, and institutional accounts. The professional we select for this Tokyo-based position will have 2-6 years' equity analysis experience covering the Japanese and Southeast Asian markets, and be fluent in Japanese and English. We provide competitive salary, bonus and benefit packages.

To apply, forward your resume to Dana Clark, The Putnam Companies, Human Resources Department, One Post Office Square, Boston, MA 02109. An Equal Opportunity Employer.

J. Putnam
a different perspective.

BOSTON • LONDON • TOKYO • FRANKFURT

APPOINTMENTS WANTED

COMMERCIAL DIRECTOR
With extensive European and Middle East experience, seeks challenging overseas position. Skills include acquisition, mergers, licensing skills and compliance. Please reply to Fax (UK) 0 443 676806.

Appointments
Advertising
Appears every
Wednesday & Thursday
(UK),
and Friday
(International Edition)

We are a fast growing Futures Broker based in Switzerland and are looking for the right individual(s) to help us start an operation in London. Familiarity with AFBD regulations and compliance is essential and of course good contacts in the London Markets.

Please reply to:
Box H8215 Financial Times,
One Southwark Bridge,
London SE1 9HL

**DEPUTY HEAD
RISK MANAGEMENT**
£50,000 + Bonus + Benefits

This is an outstanding opportunity for a formally US-trained senior risk analyst to join a world leader in derivative and investment banking products. The principal functions will include product analysis, exposure monitoring and counterparty assessment for swaps, futures and options business. Significant input will also be required in risk management for all other areas of our client's business.

We seek a decision maker, a graduate or MBA, with strong interpersonal skills and with about 10 years risk analysis experience within an international investment banking environment. European languages and Quattro Pro familiarity would be advantageous.

Call Ron Bradley on
071-623 1266

JONATHAN WREN EXECUTIVE
Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP
Telephone 071-623 1266 Facsimile 071-626 5259

desire vous faire part d'un accord publicitaire avec

LES ECHOS

le quotidien de l'économie le plus important en France. Une annonce dans le FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe.

Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi (le vendredi dans l'édition Internationale du Financial Times).

Pour de plus amples renseignements, veuillez contacter:

STEPHANIE SPRATT 071 873 4027
FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Head of Dealing

(Designate)

Foreign & Colonial Management Group is one of the oldest and most successful Investment Groups in the City of London with £3.5 billion under management. The Group manages the portfolios of Investment Trusts, Unit Trusts, Pension Funds and Charities and 45 open-ended funds both onshore and offshore.

We are currently seeking a Head of Dealing (Designate) to join our centralised dealing team.

This is a key appointment and a major career opportunity. Candidates will be expected to have at least 7 years dealing experience in Global Markets at a senior level and demonstrate a sound knowledge of Foreign Exchange Trading. Ideally you will be between 35-45 years old, highly motivated, numerate and have excellent communications skills.

The position offers a very generous package and attractive salary, negotiable dependent on age and experience.

Candidates should write, including their curriculum vitae to C.J.B. Faherty, Administration Director, Foreign & Colonial Management Limited, Exchange House, Princes Street, London EC2A 2NY.

Foreign & Colonial

SWITZERLAND

THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution located in Basle with approximately 400 members of staff from 21 countries

has an opening for a qualified

ACCOUNTING TECHNICIAN

(aged 25 - 30)

to work in its Payroll Office, which is part of the Personnel Section.

II
Gaiacorp UK Limited is the international marketing company for the world leading offshore currency funds managed by the Gaiacorp group. Gain Hedge II is the top performer of all 1800 offshore funds monitored by Micropal for the period since launch in May 1988.

The company seeks a senior executive to join the world wide marketing team. The applicant should have some knowledge of foreign exchange markets and a proven track record in the marketing of investment funds, unit trusts or similar financial products, particularly in the UK institutional market. Knowledge of languages and overseas markets is a bonus.

Applications to Lord Cobbold, Managing Director, Gaiacorp UK Limited, 20 Upper Grosvenor Street, London W1X 9PB (Fax: 071 493 2348). An opening also exists for a junior marketing executive. Gaiacorp UK Ltd is a member of IMRO.

GENERAL MANAGER MARKETING

GAIA CORP
CURRENCY MANAGERS

Financial Software

Trading and Clearing Support Consultants

In just seven years, Devon Systems International has become the world's leading provider of risk management software, with a client base of more than 500 banks and other institutional clients. Devon develops and markets a range of packaged products for trading and clearing derivative instruments such as options, futures, SWAPS and FRA's. In Germany, the majority of the members of Deutsche Terminbörsen (DTB) have come to rely on Devon.

Right now, we have vacancies at our Frankfurt office for high caliber, self-motivated individuals who are ready for a major career advance.

Applicants should understand the processing 'life cycles' of off-balance sheet instruments. Ideally, they should have work experience acquired in the front or back office departments of a financial institution, or experience in the evaluation or implementation of a system processing options, futures, SWAPS, and other derivative instruments.

The work involves providing day-to-day telephone and on-site support of the Devon software, training traders or clearing staff of Germany's leading financial institutions, and translating user requirements into new system functionality.

The ability to communicate effectively in both English and German and to work well under pressure in a 'help desk' atmosphere will be a distinct advantage.

Please call Dieter Gotschling at 49 69 2998650 or send your resume in confidence to him at the address below, or fax it to 49 69 29986555

DEVON

SYSTEMS INTERNATIONAL

Devon Systems GmbH, Goethestraße 26-28,
D-6000 Frankfurt/Main 1

Chicago • Copenhagen • Frankfurt • London • Madrid • Milan • New York • Paris
• Philadelphia • Sydney • Tokyo • Vienna • Zurich

Appointments Advertising

appears every
Wednesday &
Thursday

& Friday
(international
edition only)

For further
information
please call

Richard Jones
071-873 3460

Teresa Keane
071-873 3199

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

NATIONAL MUTUAL LIFE OVERSEAS EQUITY FUND MANAGER

National Mutual Life has a vacancy for a Fund Manager, principally responsible for the day-to-day management of an Overseas Equity portfolio. The Fund Manager will work within a small innovative team, with a high degree of autonomy for the funds under management, and will be expected to contribute towards wider investment policy decisions.

The candidate should have previous experience of either the U.S. Equity Market or Far East Equities.

The Investment Department is based at National Mutual Life's prestigious offices in a 27-acre parkland setting in Hitchin, Hertfordshire, forty-five minutes from the City. The position offers excellent career opportunities and attracts a comprehensive benefits package.

Please apply in writing, with full career details, to:
Mrs BJ Smith, Personnel Officer,
National Mutual Life Assurance Society,
The Priory, Hitchin, Herts SG5 2DW.



BUSINESS ANALYST EUROPE

The Consumer Products Division of the Walt Disney Company markets Disney characters through the medium of books and magazines, toys, garments, etc. International business is expanding considerably in Europe through subsidiaries, licenses and joint ventures. Based in Paris, the European headquarters of the Consumer Products Division is creating an opening for a business analyst. You will report to the International Finance Manager and will be responsible for the audit of licences in Europe. You will be a qualified accountant or a graduate of a top business school and will have at least two years working experience with an international audit firm. Knowledge of licensing control could be a distinct asset. The ability to speak two languages other than English is required. This position calls for good communication skills, an assertive personality and involves extensive European travel. The company offers excellent career opportunities. Please write in confidence with full CV to Frédérique CHEMARIN, reference A/S8566FT - PA Consulting Group - 3, rue des Graviers - 92521 NEUILLY Cedex France - Tel. (1) 40.88.79.38.

PA Consulting Group
Creating Business Advantage

BUSINESS ANALYST

Redland PLC is a major supplier of building products and services to the construction industry in 30 countries worldwide.

Redland wishes to recruit a business analyst at its headquarters based in Reigate, Surrey. Reporting to the Director of Corporate Planning you will join our small high calibre team in playing a key role in carrying out analysis of companies and markets and financial evaluations relevant to Redland's worldwide businesses. Its members work with top management at both Group and Divisional levels and promotion is based strictly on merit.

A graduate, in your mid-20's, with fluent German you will have excellent numerical, analytical and communication skills. Other European languages and experience in either the City or a corporate environment are all highly advantageous.

The package includes a competitive salary, five weeks' holiday and other company benefits.

Please write with full career details including your current salary to Liz Ambrose, Personnel, Redland PLC, Redland House, Reigate, Surrey RH2 0SJ.

Redland

Construction materials worldwide

UNADVERTISED VACANCIES? MAKING A CAREER MOVE?

Do you know how to? We do! We also know that most senior positions are not advertised. Our expertise can help you find them and solve your job search problem.

Unemployed clients are automatically registered for consultancy or interim management assignments. Top UK companies use our replacement services.

Special service for EXPATS.

Call your nearest office for a free booklet on our services.

20 St Helens Row, London W1X 1AS Tel: 071-291 2628

22 Suffolk Street, Birmingham B3 1LT Tel: 021-603 2304 Fax: 021-603 6222

Connaught Manland

A MAJOR CAREER DECISION

But also an exceptional opportunity if you sincerely wish to achieve financial independence within the next 12-18 months. You may already be successful in business but this is not a prerequisite. You will have a down to earth and realistic approach to life, be an excellent communicator, with an open mind and above all possess a willingness to learn and then teach and train others.

You will also realize that to achieve a substantial income will require commitment, effort and skill. We provide an infrastructure of training and support to underpin your personal attributes and we very much look forward to hearing from you.

Please call Brian W Sayer on: 0243-584182 (24hrs)

Michel Basell 071-233 2688

DONT PROCRASINATE INVESTIGATE !!!

MANAGER OF TRADE FINANCE AND FINANCIAL OPERATIONS

LONDON

£35,000 + CAR
+ BONUS

This is the International Trading division of a major organisation with a group turnover in excess of £400 M. The main business of the division is the distribution of steel and raw materials. The division is proud of the quality and commitment of its staff and the successful candidate must be able to fit into a rapidly growing and entrepreneurial environment.

Reporting to the Finance Director, the role is one of key importance and one that can offer the chance to make a significant impact within a developing structure. Major elements of the role will be:

- Developing the group treasury function for the International Division, ensuring the closest links are forged with individuals and Group companies both in the UK and overseas.

- Manage the small treasury team with particular reference to foreign exchange exposure, creative financial innovations to support trade, banking liaison, risk limitation and provision of corporate finance data.

The successful candidate is likely to be a graduate qualified accountant or banker aged 28-40 with several years experience in the field of financial management. The candidate may currently be involved in trade finance in a banking environment or have a role as Finance Manager in an entrepreneurial export company. In addition to a strong technical background, and systems approach to financial management, candidates will also possess an excellent business flair, and will relish the opportunity of becoming an influential member of an international team.

Please reply in confidence with full curriculum vitae to:

Mrs R. Coalwell
Stansor Ltd
Walker House
87 Queen Victoria Street
London EC4V 4AL

DIVISIONAL FINANCE DIRECTOR to £40K + Car + Benefits

WEST MIDLANDS

The Industrial Distribution Division of Lilleshall is a leading distributor of fasteners and other industrial consumables. Created by acquisition over the past three years, it now has a turnover of over £18 million. The Division operates through 13 depots under the trading names of Serco-Ryan and Althread International and future plans anticipate further growth by acquisition.

We now seek to appoint a Divisional Finance Director who is likely to be an ambitious qualified Accountant, preferably chartered, with strong commercial, communication and technical skills and the ability to become an integral part of the management team. Ideally the candidate, likely to be 30 to 45, will have had considerable experience of multi-depot distribution businesses with demonstrable achievement in the hands-on planning and implementation of integrated management information systems.

The role will be demanding as we seek to grow this important business activity of Lilleshall. Candidates must be decisive, with a strong and persuasive personality.

The package includes salary, bonus, car and other benefits.

Interested applicants should write enclosing a CV together with current salary details and daytime phone number to S Rowland
Group Finance Director
Lilleshall plc
Old Drummers Lane
18 Northcroft Lane
Newbury, Berks RG13 1BU

Lilleshall

Taxation Accountant

£22,268

Following a restructuring within the Finance Department based at our Head Office in Camberwell, a new post has been identified to provide for the development and management of all VAT and direct taxation systems throughout the Fund.

In addition to designing new systems, you will be responsible for training managers, staff and volunteers, negotiating with the VAT and Tax Offices and providing taxation advice in the planning of fundraising events.

You will need to be able to design and implement systems and communicate and train effectively at all levels. We anticipate that you will have experience of VAT and Corporation Tax, computerised systems and a recognised accounting qualification, although we will consider individuals with extensive experience in this area of work with particular emphasis on VAT.

For further details and an application form please write to Jane Williams, SCF, 17 Grove Lane, London SE5 8RD.

Closing date: 16th April 1991

SCF aims to be an equal opportunities employer.
(No agencies).

**Save
the
Children**

Appointments Advertising

appears every
Wednesday &
Thursday

& Friday
(international
edition only)

For further
information
please call

Richard Jones
071-873 3460

Teresa Keane
071-873 3199

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

TAX FREE - KENYA

40K Finance Manager
20K Project Administrator

Interesting and varied work.
Good expat. Package.

Fin. Mgr - ideally a qualified Accountant / MBA (UK/Overseas)
with good track record.

Proj. Adm. - mature graduate.

Apply in confidence enclosing CV and copies of certificates to Box H8373,
Financial Times, One Southwark Bridge,
London SE1 9HL.

APPOINTMENTS WANTED

Do you need a part-time Accountant/
Financial Controller?

Graduate ACA aged 36 available for up to 2
weeks per month (also experienced in raising
venture capital)

Contact: Philip Hodgson,
26 Elliott Road, London W4 1PE.
Tel: 081-995 1142.

FINANCE DIRECTOR

WEST LONDON

**CIRCA £45,000 PLUS SUBSTANTIAL BONUS
PLUS FULL BENEFIT PACKAGE**

Our client is a £20m turnover sales and distribution subsidiary of one of the UK's largest and most financially reputable industrial groups. It is growing and holds the leading position in its industrial market place.

Our client seeks to appoint a Finance Director who will be a highly active and leading member of the management team, reporting to the MD. The appointee will be responsible for establishing financial policies and controls commensurate to the present scope of the business and contributing to the development of future business strategy.

Candidates must be qualified accountants (preferably Chartered) with a degree, ideally aged 35-45, who are broadly experienced in sales and service orientated companies with high volumes of transactions and where strong financial controls are vital. Experience of computer based processing is essential. The benefits include a car, pension scheme, health care etc.

Please write with full cv to Caroline Hall, SBI, Barley Mow Workspace,
Barley Mow Passage, Chiswick, London W4 4PH

Final
Amplifiers

ADAMS
Executive Search

**Director of
Finance**

The Wildfowl & Wetlands Trust was founded by Sir Peter Scott to meet the four aims of Conservation, Education, Research and Recreation; it has continued to grow and now has nine Centres throughout the UK. The challenge today is to provide a stronger financial system in support of the network of Centres as they seek to expand their influence at regional level.

To play a key role in this challenge we are seeking an experienced professional accountant who will report to the Director General and be expected to:

- ensure production of annual accounts to legal requirements
- develop accounting practices and internal financial information systems
- advise the Director General on financial issues
- prepare and review short and long term financial policies
- manage a staff of 7-8

These duties based at Slimbridge will require management experience and ideally a working knowledge of the requirement of the Charity Commissioners.

The position will be on WWT Scalex (18,215 - £27,325) with a starting salary unlikely to exceed £22,500.

If you are qualified and keen to become part of a committed management team, and can relate to the Trust's conservation goals, please apply in writing enclosing current CV and two referees to Dr Brian Bertram, The Wildfowl & Wetlands Trust, Slimbridge, Gloucester, GL2 7BT, Tel: (0453) 890333, Fax: (0453) 890827, from whom a detailed Job Description is available.

Closing date for applications: 19th April 1991.

EUROPEAN AUDITOR

ITW Ltd., a subsidiary of ITW Inc., a multinational corporation is a world leader in the development and manufacture of industrial systems, consumables and engineered components.

Due to expansion, we seek an auditor who will report to and assist the European Group Auditor based in Windsor. Duties will include system, operational, financial, internal control review and acquisition studies. The company's ambition and growth plans will ensure long term career progression prospects.

Suitable candidates should be qualified accountants. Fluency in French is required together with a minimum of two years experience of French accounting procedures. As this is a high profile role dealing with senior international management, the candidate must possess excellent communication skills. The travel content is likely to be in the region of 50% and include assignments in the UK, France, Spain, Italy, as well as other European countries.

Remuneration will include an excellent salary plus benefits and a fully expensed car. Interested applicants should write, enclosing a full C.V. and details of their current remuneration package to:-

Mrs. J.A. Walton,
ITW Ltd.,
St. Marks House, St. Marks Road,
Windsor, Berkshire. SL4 3BD

ITW LTD

**Group Finance Director
Surrey**

c£45,000 + Bonus + Options + Car

Our client is a profitable, £20m t/o plc, engaged in the import and distribution of a variety of consumer and industrial products. Following its recent listing, the Group has a strategy of expansion and diversification, both organically and by acquisition. The Finance Director will play a crucial role in the future development of the Group, being responsible to the Chief Executive for the entire financial structure of the business. In addition to the normal control and reporting responsibilities associated with an appointment at this level, the successful applicant will be expected to work closely with the Board towards the formulation and execution of sound commercial strategies, and to maintain a strong interface with



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

FINANCE DIRECTOR DESIGNATE

An excellent opportunity has arisen in an exciting and fast moving environment for an experienced Finance Director.

* The Company

Wholesale food and wine importer and distributor to the food service industry.
Based in Leeds with depots in Scotland and South East England.

Looking to develop and expand.

* The Position

Total responsibility for all administrative and financial control of the group.
Review and improve administration control and reporting systems to help improve profitability.

Ad hoc projects.

Analysis of business performance and financial planning.

Report directly to Managing Director.

* Qualifications

Qualified accountant who is commercially orientated.

Good communication and management skills.

Ambitious with a 'hands-on' style and able to motivate.

Experienced in computer based systems.

Experience in the Distribution business preferable but not essential.

Please write, enclosing full CV to: Mrs D Thompson
T & L (Fine Food & Wine) Limited
Braithwaite Street, LEEDS LS11 9XE

ACCOUNTANCY COLUMN**A method that reveals what accounts obscure**

By David Waller

INDUSTRY IS more short-term than the City, according to a poll of UK analysts, fund managers and senior company directors published last month.

The poll of 97 fund managers, 59 investment analysts, 32 chief executives of large quoted companies and 57 finance directors, conducted by MORI on behalf of Coopers & Lybrand Deloitte, found that industrialists are more preoccupied with accounting analysis than City investors and analysts.

Three-quarters of the top managers questioned believe accounting profit to be the most important barometer of corporate performance. Only a third of City investors and analysts share this view.

According to the poll, the City would like managers to pay more attention to long-term measures of corporate performance which reflect the cash flows generated by the business over a period of years.

Coopers recommends that company directors embrace something called "Shareholder Value Analysis", a technique developed in US business schools in the late 1970s and early 1980s which is now used by many large US corporations.

Using this technique, companies apply the discounted cash flow (DCF) methodology - commonly used for the appraisal of capital investment projects - to the management of the business as a whole.

But the virtue of simplicity can also be a vice. EPS ignores the effects of many natural or contrived peculiarities of accounting.

"It can therefore lead, or allow,

to the conclusions of this poll with cynicism. Where, after all, is there evidence that the City takes any interest in long-term performance?

Many agree with Mr Ian Hay Davison, a former chairman of the Accounting Standards Committee (ASC) and now chairman of Credit Lyonnais Lang, who has argued that:

"The single most important figure affecting the analysts' view [of a company's investment appeal] - and hence the market's view - is forecast earnings per share."

Academic analysis suggests that, on the contrary, share prices are driven by investors' considerations of the

destroy value in the long term, often without the short-term share price movements they hoped for."

Furthermore, empirical evidence collected by US researchers suggests that accounting changes which have no impact on the underlying business reality do not influence investors' decisions.

Of course many company directors believe otherwise - witness the passions stirred by last year's debate on accounting for goodwill, when the ASC proposed a purely cosmetic accounting change which would have had the unfortunate effect of reducing reported earnings.

However, as the findings of the Coopers report suggest, the City is waking up to the limitations of reported profits.

An example of this is the popularity of Accounting for Growth - an exposition of accounting manipulation published in January this year by UBS Phillips & Drew - which has acquired cult status in the City as fund managers puzzle over the collapse of a number of large companies in the past 18 months.

So what practical step should company directors take, now that the City has suddenly seen through the limitations of reported accounts?

"The DCF approach captures all the elements that affect the value of the company in a comprehensive yet straightforward manner," say the McKinsey consultants.

"It is based on the idea that an investment adds value if it generates a return on investment above the average return on capital."

As Mr Stainer says: "A 1 per cent

increase in margins is often two to three times more valuable to the company than a similar increase in sales growth."

Mr Stainer acknowledges that the exercise is in practice "subject to the vagaries associated with any future planning process".

The first five variables define the cash flows. The discount rate determines how those cash flows are to be valued.

"In practice, not all cash is of equal value," Mr Stainer says. "Some has to be re-invested simply to replace the capital consumed in the course of the business."

The process helps managers con-

So what, for their part, should company directors do, now that the City has suddenly seen through the limitations of reported accounts?

centrate on free cash flow, i.e. the cash thrown off after all the other requirements of the business have been satisfied. Only out of this cash can dividends be paid."

In practice, the conclusions reached by SVA may fly in the face of intuition. As the McKinsey consultants comment: "In some seemingly more profitable businesses, growth destroys value. In others, growth increases value even if it drives down the average return on capital."

As Mr Stainer says: "A 1 per cent

increase in margins is often two to three times more valuable to the company than a similar increase in sales growth."

Mr Stainer acknowledges that the exercise is in practice "subject to the vagaries associated with any future planning process".

Determining the discount rate - usually based on the company's cost of capital by reference to the cost of debt and of equity - is complicated and highly subjective.

Yet, Mr Stainer maintains, the very process of analysing a company's cash flows in this way is illuminating.

It gives clarity, simplicity, and focus to decision-making - it tells you what you should be concentrating on.

To some, SVA may appear to be another new-fangled and over-complex technique, such as Activity Based Costing imported from business schools on the other side of the Atlantic.

It may, however, help liberate company directors from the tyranny of earnings per share.

* Shareholder Value Analysis Survey: available from Gareth Stainer, Coopers & Lybrand Deloitte, Plumtree Court, London EC4 4HT.

+ Quoted from The Way Forward, an article in Financial Reporting, published by the Institute of Chartered Accountants in England & Wales and the Institute of Chartered Accountants of Scotland.

+ Valuation, Measuring and Managing the Value of Companies, by Tom Copeland, Tim Koller, Jack Murrin & Company, published by John Wiley & Sons.

ACCOUNTANCY APPOINTMENTS**Financial Manager**

£120,000 + Car + Bonus

London/Berkshire

■ A worldwide computer systems group with annual turnover approaching \$400 million and more than 1,000 employees is experiencing sustained growth, retaining its position as an acknowledged leader in this field. A significant contribution to that success comes from a well developed indirect sales channel across Europe and the Middle East.

■ Working with the Divisional Executive who manages the Indirect sales network, the Financial Manager will provide high quality financial support to the activities of the Division. Free from periodic accounting, your challenge will be to ensure that financial elements of all third party agreements are appropriate. It is probable that the jobholder will spend a large amount of time on matters which are not strictly concerned with accounting. There will be significant client contact and strong negotiating skills will be essential.

■ To be considered for this challenging and important appointment you will be a fully qualified accountant with a demonstrable track record of achievement in a sales-driven environment.

ERNST & YOUNG

FINANCE DIRECTOR

Norwich

to £38,000 + benefits

Our client is a profitable subsidiary of a decentralised major public British engineering group. It is a market leader in the production and supply of capital goods and enjoys a worldwide reputation. A Finance Director is currently being sought who will play a major part in ensuring the future success of the company.

This challenging post reports to the Managing Director. In addition to complete responsibility for the efficient running of the finance function the role carries specific challenges, namely: the design and development of new standard costing operations; the implementation of a fully integrated computerised accounting and manufacturing system; profit generation from business activities and team building with colleagues and subordinates.

Touche Ross

MANAGEMENT
CONSULTANTS

£40,000 + CAR

Group Finance Director

This independent £110m turnover Group with major interests in motor distribution and property, together with services and manufacturing industry investments, is looking to recruit a Group Finance Director as a result of a recent promotion.

A graduate and a qualified chartered accountant aged in his/her late 20's or 30's, who is either looking to move into industry from one of the major accountancy practices or already has proven relevant industry experience. A challenging opportunity to be part of a small executive team and become directly involved in improving group

financial discipline and development. As an individual you should be analytical, personable, an excellent communicator and self motivator.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Deloitte Executive Resource Ltd, 43 Temple Row, Birmingham B2 5JT, quoting reference JE203.

Coopers & Lybrand Deloitte

**Executive
Resourcing**

SHEPHERD NEAME
Master Brewers since 1698

Finance Director

£50,000 + Car

Faversham

■ Shepherd Neame Ltd is a long established and well respected family brewing and retail business. Turnover approaches £30m and the company owns some 300 pubs in the South East of England.

■ Following a period of substantial expansion, a Finance Director is required to head up the finance function with particular emphasis on the development of management information, budgeting and treasury management. In addition the individual will be expected to play a key role in financial decision making at board level.

■ In the 35-45 age range, candidates should be qualified accountants with line experience gained within a process or retail environment. Knowledge of the brewing industry would be ideal. The successful candidate will be a good staff manager, have a hands-on attitude, persuasive personality, and the ability to operate effectively within a family run environment.

■ A relocation package is available if appropriate.

■ Please send career and personal details with current salary quoting Reference CA322 to Carrie Andrews, adviser to the company, at Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TB.

ERNST & YOUNG

MANAGEMENT ACCOUNTANT LONDON FUND MANAGERS

Package to £35,000 plus mortgage subsidy

BALANCING THE FUTURE



MASTERCARE
Putting Customers First

Financial Controller

Hemel Hempstead

To £28,000 + Bonus + Car

With a turnover of £50 million, Mastercare provides a highly sophisticated nationwide service and support facility to the Dixons Stores Group. Operating through a multi-site network, standards are high and performance is measured against exacting targets. The company is entering a period of significant change with a newly established Board that is increasing the breadth of services and giving improved efficiency and profitability to the group.

Recent promotion has now created an opportunity for an individual to assume an unusually broad and influential role. Supported by a small team, and interacting with operational site management, your brief will be to:

- Translate sales data into realistic job volume forecasts which will form the basis for budgeting and short term planning.
- Ensure the timely production of statutory, management and cost centre accounts.
- Appraise and review capital expenditure proposals and monitor such expenditure.

Reporting to the Financial Director, this is a strategic role calling for initiative and strength of character as you will be responsible for introducing and implementing new financial systems and controls. The position represents an exceptional opportunity for an academically accomplished qualified accountant, ideally ACA, seeking to build upon circa 2 years' PQE. The role demands commercial flair and previous exposure to planning, probably gained from within a high-volume environment such as manufacturing, finance or a related service industry.

This highly visible position offers a rare opportunity to make a substantial impact in a major organisation and promises genuine prospects for further career advancement, both within the company and the Dixons group. The competitive salary is supported by a comprehensive benefits package that includes a company car, bonus, private health and pension scheme.

Written applications only should be sent to Mr John Francis, Personnel Director, Mastercare, Maylands Court, Maylands Avenue, Hemel Hempstead, Hertfordshire HP2 7DE. No agencies please.

FINANCE DIRECTOR (DESIGNATE)

Central Scotland to £45k + Bonus + Benefits + Share Options

Our client is in technology based products and systems. World sales substantially exceed £15m and there are plans for ambitious expansion.

The Managing Director seeks an exceptionally effective senior financial manager to re-vitalise the finance function. Prime tasks are to:

- contribute positively to the Board and Management Committee;
- develop management reports giving maximum understanding through minimum data;
- complete the installation of new accounting systems;
- ensure prompt financial/management reporting by business units; and
- minimise working capital employed and optimise cashflow.

The role demands strength of purpose, diplomacy, and the ability to influence opinion. Candidates earning less than £35k (or equivalent outside Scotland) are unlikely to be ready for this challenge. The ideal candidate:

- aged early to mid thirties and have 5 years manufacturing experience (JIT, TQM, OPT, ABC)
- must have managed systems change, and have a track record of meeting urgent deadlines
- fully qualified CA/ACA/ACMA together with a first class academic and professional background.

The company is committed to growth through acquisition and offers excellent career prospects. A highly attractive remuneration package will be offered to the right candidate.

A comprehensive CV including track record achievements, with one page summary, salary details, and daytime phone number, should be forwarded to Peter Siviter, Touche Ross Executive Selection, 39 St. Vincent Place, Glasgow G1 2QQ, quoting Ref 152. Closing date for applications is Friday 19th April.

Complete confidentiality is assured.

Touche

INVESTMENT ACCOUNTING MANAGER

The Top Opportunities Page
Appears in the Financial Times every Wednesday
For further information please contact
Stephanie Spratt **Elizabeth Arthur**
071-873 4027 **071-873 3694**

**FINANCIAL
CONTROLLER**

**CENTRAL
LONDON**

**c£40,000 + CAR +
PROFIT RELATED
BONUS**

We have been retained by a leading international public relations group to help them identify a key individual for their U.K. operation.

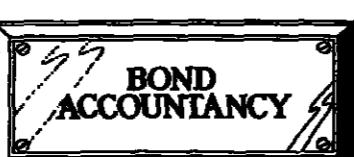
Reporting to the Financial Director, the Controller's main challenges will relate to the smooth running of a substantial department comprising of both qualified and unqualified staff, the production of monthly and annual accounts both for the U.S. and internal management purposes and the maintenance and improvement of accounting systems and financial controls. However, key responsibilities will also exist for profit maximisation, cash flow management and general support of the Financial Director's requirements. Familiarity with mainframe computers, accounting packages and p.c. systems will be important.

This position will prove attractive to a qualified accountant who has ideally worked in public relations, advertising or another service related environment and who has shown evidence of the ability to manage the day to day running of a sizeable accounting function.

The ability to provide a high level of motivation and guidance to staff and lead by example will be a prerequisite and it is unlikely that anyone below the age of 30 will have developed these characteristics.

The person who succeeds in this role will need an open style of management but must be capable of taking a tough stance and must be tenacious and meticulous. These qualities will certainly unlock further opportunities within this diverse group in the medium term once the goals pertaining to the role have been achieved.

In complete confidence please forward your curriculum vitae to Mark Madsen at Bond House, 19/20 Woodstock Street, London W1R 1HF.



RECRUITMENT CONSULTANTS
BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1R 1HF Tel: 071-529 8863

ROBERT HALF
Financial Recruitment Specialists

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INVITE YOU TO A
FREE EVENING SEMINAR

RECRUITING ACCOUNTANTS IN TODAY'S JOB MARKET

A Practical Guide to Effective Recruitment

IN LONDON ON TUESDAY 30TH APRIL
1991 AT THE SAVOY HOTEL,
STRAND, LONDON WC2.
7.00PM-9.00PM,
REFRESHMENTS FROM 6.30PM

IN BRISTOL ON THURSDAY 2ND MAY
1991 AT THE BRISTOL MOAT HOUSE
HOTEL, VICTORIA STREET, BRISTOL.
6.30PM - 8.30PM.
REFRESHMENTS FROM 6.00PM

This seminar is designed specifically for finance managers who recruit once or twice a year and is aimed at eliminating costly recruitment errors. There is a logical, pragmatic way to enhance the chances of selecting the best person for any position.

If you have ever made a recruitment mistake consider the following points:

- Did you analyse the job properly to start with, and therefore attract appropriate candidates?
- Did you use your recruiting sources with due care: briefing contacts properly and eliminating inappropriate candidates?
- Did you fail during the interview to secure the relevant information on which to base a rational and intelligent decision?
- Did you check references? How?

The seminar covers the following points:

- ANALYSING THE JOB TO BE FILLED
- PREPARING THE JOB DESCRIPTION
- RECRUITMENT ADVERTISING
- EVALUATING THE CV

- THE INTERVIEW - PROBLEMS AND PITFALLS
- HOW TO ASSESS THE CANDIDATE
- REFERENCE CHECKING
- MAKING THE OFFER

Stephen Barraclough, Finance Executive, Marks & Spencer
"Refreshingly clear overview that brings you back to the basics"

Carmel Ryan, Personnel Manager, Lyons Tetley
"Very useful evening, even for Personnel"

Richard Piper, Director of Financial Services, Logica
"Both entertaining and informative"

Ian Freeman, Financial Controller, Black & Decker "Very good, well expressed seminar which was definitely worth attending"

Jim Whitfield, Director of Financial Services British Steel plc "Time well spent, very useful refresher course. Excellent"

Peter Knight, Group Chief Accountant, Willis Corroon
"Most impressed. I look forward to the next one"

If you wish to attend the Evening Seminar in London, please write to Racholle Nelson at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545.

If you wish to attend the Evening Seminar in Bristol, please write to Jackie Brossington at Robert Half, Freepost, 33 Wine Street, Bristol BS1 2QX. Telephone: 0272-252572.

Financial Controller

International Trading Company

£30,000 + car + bonus potential

Key management role as chief financial officer within a UK based company with a highly entrepreneurial culture, strong track record and superb growth prospects.

THE COMPANY

- ◆ £30 million importer of quality footwear. Long established and profitable.
- ◆ Subsidiaries throughout the world including Far East and South America. New overseas operations planned.
- ◆ Stable management team. Emphasis on devolved responsibility and management development.
- ◆ Lead established head office team with full responsibility for management and statutory accounting. Report directly to Chairman.
- ◆ Key budgetary and strategic planning role. Manage and develop computer systems.

S N

FINANCIAL RECRUITMENT

LONDON • SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW • ABERDEEN

Central London

Finance Director

Financial Services

£50,000 + Benefits

A rare opportunity for a first class finance professional to achieve a major career success with a fast growing financial services operation of a high profile British group.

THE COMPANY

- ◆ Highly regarded in its sector. Provides a broad range of financial and information services.
- ◆ Impressive record of growth and profitability.
- ◆ Ambitious plans for expansion.
- ◆ Diverse and expanding portfolio of products and services in vibrant and competitive sector.

THE POSITION

- ◆ Member of senior management team with full responsibility for the financial strategy and management of the business.
- ◆ Implement disciplines of controllership throughout the business. Develop management information systems.

S N

FINANCIAL SERVICES RECRUITMENT

LONDON • SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW • ABERDEEN

North West

Central London DIRECTOR OF FINANCE AND ADMINISTRATION

Competitive Salary Package plus Car

Our client is part of a multi-national packaging and papermaking group. They have a £100 million turnover in Europe and a large papermaking facility in the UK. They report to a North American subsidiary of the parent group.

Reporting to the company chairman, the successful candidate, who will be London based, will be responsible for the finance and administration functions. The heaviest responsibility will be as controller although duties will include treasurer, office administrator and company secretary. There will also be a need to help the parent group with mainland Europe packaging acquisitions and, whilst not essential, a working knowledge of the French language would be useful.

Candidates will be qualified management and/or financial accountants, preferably graduates, in the age range of 35-45. Ideally they will have experience in a multi-national company where they have been exposed to overseas accounting practices.

The salary and benefits will be attractive and a quality company car is included in the package.

Please send detailed CV. Alternatively you can telephone for a career and personal history form or for a confidential discussion. (Ref: 914/1)

CHALLINOR RINGSELL RECRUITMENT SERVICES
P.O. BOX 5, CAMBERLEY, SURREY GU16 5OL
CAMBERLEY (0276) 65522 FAX: 0276 25499

RECRUITMENT SPECIALIST
PRINTING - PACKAGING - PLASTICS - PAPERMAKING

Financial Controller

Ampleforth Abbey & College

To £30,000

Excellent opportunity for an energetic, enthusiastic and commercially minded finance professional to contribute to and influence the financial development of this Roman Catholic Abbey and leading independent Boarding School. The appointment is situated on a large estate in a scenically beautiful part of rural North Yorkshire.

THE POSITION

- ◆ A new appointment reporting to the Procurator.
- ◆ Responsibility for all accounting and financial controls including accurate and timely financial and management accounts, budgets, capital expenditure, systems appraisal and enhancement.
- ◆ Responsible for the Finance Function including the development and motivation of staff.

QUALIFICATIONS

- ◆ Intelligent, pro-active, qualified accountant of graduate calibre.
- ◆ A minimum of three years experience in commerce, with the ability to control a finance function.
- ◆ Up to date knowledge of UK taxation, the raising of finance and gearing.
- ◆ Skilled in computerised systems appraisal and enhancement.
- ◆ 'Hands-on' accountant with confident and assured personality. Good communicator and team player with leadership and man-management skills.

If you are interested, please telephone Stuart Adamson FCA or Roger Webb FCA on 0532 451212 or send your CV, in confidence, quoting reference number 756, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax 0532 420802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Central London

A superb opportunity for a French speaking Accountant

FINANCIAL CONTROLLER

C500,000FF + relocation

Paris

Our US client is one of the most successful and profitable insurance and financial service companies in the world. It operates in over 130 countries and has total assets of \$50 billion.

The group is expanding rapidly on the Continent and has made a real commitment to business development in Europe during the 1990s. It currently operates in 11 European countries.

We now seek a top calibre executive to be based at the French subsidiary in Paris which has premium income in excess of \$150 million pa. Responsibilities will include the financial management and control of the business and performance analysis. Initially, there will be an emphasis on improving computerised systems

and procedures, internal controls and the quality and timing of financial reporting. The position also involves managing a department of 10-12 staff and reports to the Finance Director.

This senior appointment calls for a qualified accountant, fluent in both English and French. Experience in the insurance industry is essential, ideally supported by knowledge of US GAAP, French accounting principles and exposure to a multi-national working environment. The likely age range is 27-35.

If you would like to be considered, please send your career and current salary details, together with a daytime telephone number, to Barry C Skates at our Maidenhead office. You can telephone him for an informal discussion.

MKA

BELGIUM • FRANCE • GERMANY • ITALY • SPAIN • SWEDEN • SWITZERLAND

Financial Controllers

Tax Free Salary plus benefits

With operations in over forty countries around the world, Cable & Wireless are leaders in the expanding field of international and domestic telecommunications.

We're looking for experienced Financial Controllers to oversee financial performance of our franchised businesses in the Caribbean.

Your responsibilities in this senior role will include the management of all accounting and control systems, the preparation and interpretation of management accounts and the introduction of new management information systems.

Reporting directly to the General Manager, you will enjoy considerable autonomy and must be a confident communicator with a firm commitment to a policy of total quality.

You should be ACA, CIMA or ACCA qualified and must have a minimum of seven years' practical commercial experience, with at least three years in a senior management position.

If you can demonstrate sound management skills, financial flair and an entrepreneurial approach, you can look forward to an attractive tax free salary and an excellent range of benefits including free accommodation, relocation allowance, educational assistance for your children (where appropriate), an overseas medical scheme, and 42 days annual holiday.

If you would like to join a multi-national company which places a heavy emphasis on personal career development please send full career details to: Pauline Hunter, Senior Personnel Officer, BCA Headquarters, Cable and Wireless Plc., Summit House, 12 Red Lion Square, London WC1R 4QB.

CARIBBEAN

CABLE & WIRELESS

THE WORLD TELEPHONE COMPANY

FINANCIAL MANAGER

NEGOTIABLE REMUNERATION PACKAGE GERMANY

Our client is a rapidly expanding subsidiary of an international Group, and has an annual turnover of DM200 million. The company is market leader in Germany in the manufacture and distribution of a range of consumer durable products. In planning for future growth, the company is making a substantial investment in expanding its production capacity, increasing market support for its products and installing advanced data processing facilities.

A key element of the company's plan for future growth is the appointment of a Financial Manager to the management team. The successful candidate will be responsible for all aspects of financial and management reporting, financial planning, development of data processing systems, taxation and credit control. As a member of the management team the Financial Manager will make a significant contribution to the formulation of commercial strategies, business plans, performance analysis and controls to ensure a continuation of controlled profitable growth.

Candidates will be qualified accountants (aged 30-40) with a successful background gained in a manufacturing/production environment and with strong financial control and communication skills.

Fluency in German or a strong commitment to learn German within a short time period is an essential requirement for this position.

An attractive remuneration package will be offered to the successful candidate and will not be a limiting factor for this position.

Applications (setting out personal, career and salary details), which will be forwarded directly to our client, should be sent to:

R.G.Linger
Arthur Andersen
1 Surrey Street
London WC2R 2PS

ARTHUR
ANDERSEN
ARTHUR ANDERSEN & CO. SC

Financial Controller

— age immaterial —

S Herts

to £40,000 + car

This is the senior finance post in an independent prestigious organisation with a £10m turnover engaged in providing a range of specialist services to an important sector of industry. The organisation is undergoing a significant re-structuring as it adapts to a changing market and the Financial Controller must be responsive to this developing environment. He/she will report to the Chief Executive and be responsible for all central finance functions whilst also providing a Financial and Systems support service to the management of the core operating business. He/she will be supported in these tasks by a small well established accounting and systems staff. This is very much a hands-on job calling for a breadth of experience that embraces consolidations, statutory accounting, budgeting, computerised accounting systems and performance reporting. Applicants must be members of one of the senior accountancy bodies and combine a commercial awareness with a commitment to strong financial disciplines. Ref: 1720/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R.A Phillips ACIS, FCIA, 2-5 Old Bond Street, London W1X 3TB. Tel: 071-493 0156 (24 hours).

Phillips & Carpenter
Selection Consultants

The BODY SHOP
Skin & Hair Care Preparations

Franchise Finance Manager

Every company is no more than the sum of its staff. At The Body Shop, we recognise that our employees are the reason why we are one of the most successful retailers in the U.K. Our staff are energetic, enthusiastic and committed to better way of doing business; they value honesty, integrity and concern for one another - and the world around us.

We are looking for a qualified accountant, reporting to our General Manager - UK Franchising, to monitor, analyse, report and forecast the financial performance of the company's U.K. franchise business, and provide all-round financial advice and assistance to franchisees. UK franchised outlets number some 135.

With sound commercial experience, though not necessarily in retailing, the successful candidate should be management calibre and have a good knowledge of PC spreadsheets/database applications. Sharing the values of the company, the ideal applicant will probably be in their early to mid 30's, and possess excellent interpersonal and communication skills.

This position is based at The Body Shop's head office in Littlehampton, and on offer is a competitive salary and comprehensive reward package. Closing date for applications 18 April 1991. To apply, please write with c.v. including current salary, to Sue Cable, Company Relations Manager, The Body Shop International PLC, Hawkhorn Road, Littlehampton, West Sussex.



THE ROYAL
INSTITUTE
OF BRITISH
ARCHITECTS

Director of Finance

£23,532 - £30,360 p by annual increments.

At the centre of events in architecture and the environment, RIBA is seeking to improve cost-effectiveness throughout the organisation. Charged with this responsibility, the Director of Finance will:

- * service the Resource Planning and Finance Committee
- * provide information and advice to management
- * manage the treasury function, accounting and payroll systems
- * serve as an ex-officio Pension Scheme Trustee

Professional accountants with good supervisory skills, computing knowledge and the ability to communicate financial management techniques to department heads should forward CVs to: Peter Richardson, Personnel Officer, RIBA, 66 Portland Place, London W1N 4AD.

Closing date for applications 12th April 1991.

Where do you find the best business people in Europe?

Here.

Here.

Here.

Here.

Here.

Here.

Here.

You'll find them here, in the FT.

Senior business people all over Europe use the FT throughout their working day.

They use it to keep up with news, views, issues and most importantly opportunities.

So for the key national and international appointments, using the FT gives you a wider choice of the best candidates.

Today Europe is the job market and the FT, Europe's business news - paper, is where to find it.

If you'd like to know more, please call Penny Robertson on 01-873 3316.

One market. One newspaper.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

APR 11 1991